UNIVERSITY OF MASSACHUSETTS
COMMITTEE/BOARD MINUTES 2002

BOARD OF TRUSTEES
- February 6, 2002
- April 17, 2002 (special BoT)
- May 1, 2002
- August 7, 2002
- November 6, 2002

COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS
- January 22, 2002
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UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

Wednesday, February 6, 2002; 11:00 a.m.
Conference Dining Room
University of Massachusetts
North Dartmouth, Massachusetts

Trustees Present: Chair Fey; Vice Chair Giblin; Trustees Bogan, Dubilo, Flores, Foley, Hoff, Karahalis, Laubinger, Lennes, Leonor, Lewenberg, Robert Mahoney, McCarthy, Mihos, Moes and White

Trustees Absent: Trustees Agganis, Kumar, James Mahoney, and Naughton

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Botman, Chmura, Gray, Lenhardt and Julian; Mr. Wilson, CEO, UMassOnline; Chancellors Williams, Gora, MacCormack, Hogan and Lazare; Professor May, UMASS Amherst; Professor Georgianna, UMASS Dartmouth

Faculty Representatives: Professor O'Connor, UMASS Amherst; Professor Schwartz, UMASS Boston; Professor Langley, UMASS Dartmouth; Professor Carter, UMASS Lowell; Dr. Cooke, UMASS Worcester

Chair Fey convened the meeting at 11:15 a.m.

Under the **Chair's Report,** Chair Fey thanked Chancellor MacCormack and her staff for hosting the Trustees on the Dartmouth campus. She indicated that the Dartmouth campus illustrates in many ways the excellence of the University and the powerful impact it has on the Commonwealth.

Chair Fey provided the Board with a status report on the Search Committee for a new chancellor on the Amherst campus. The search firm, Isaacson Miller, has positioned the Search Committee to interview several excellent candidates. Chair Fey thanked the members of the Search Committee for their thoughtfulness, skill, and knowledge.

Chair Fey requested the **Student Trustee Report, UMASS Dartmouth**. Trustee Leonor thanked administrators for their collaboration with his presentation. Trustee Leonor reported on "what students do at UMASS Dartmouth." He reported on five areas students are engaged in: academics, athletics, resident life, student activities, and student leadership.

President Bulger thanked Trustee Leonor for his report and expressed his gratitude to Trustee Mihos for his work at the University.

At 11:34 a.m. Trustee Mihos departed from the meeting.

Chair Fey called on Professor May, Secretary of the Faculty Senate, UMASS Amherst for a report. Professor May reported on the challenges facing the Amherst campus in the midst of the current budget situation.

Chair Fey then called on Daniel Georgianna, President, Faculty Federation, UMASS Dartmouth for a report. Mr. Georgianna reported on the challenges facing the Dartmouth campus with the implementation of the Early Retirement Program.

The next item on the agenda was the **President's Report**. President Bulger first thanked Professor May and Mr. Georgianna for their reports. He expressed his gratitude to Chancellor MacCormack and her staff for their hospitality.

President Bulger commended the Dartmouth campus for the outstanding work it is doing throughout the southeastern region. The campus is on the move. The Marine Sciences Laboratory, the Advanced Technology Manufacturing Center, and the New Bedford Performing and Visual Arts Center are all evidence of the campus' growing importance to southeastern Massachusetts. UMASS Dartmouth is a shining example of the important role that a University can play in a regional economy. If southeastern Massachusetts is to become a full partner in the innovation economy of the Commonwealth, UMASS Dartmouth must continue its momentum.

President Bulger then reported on other collaborative efforts throughout the system. He reported on the M.S. and Ph.D. degrees in Biomedical Engineering and Biotechnology. Graduates will receive a joint degree from the Boston, Dartmouth, Lowell and Worcester campuses. The program will position the University and its graduates to play leading roles in the development of industries that are critical to the future of Massachusetts. The Board will be asked to approve the University's second intercampus program. President Bulger thanked the campuses and the President's Office staff for their leadership on the program.

President Bulger reported that UMassOnline recently launched an advertising campaign that generated a record number of visits to its web site. He reported that the University's enrollment and admissions working group meets regularly to find new ways to recruit students.

President Bulger reported that the five campuses recently signed an agreement with the United States Navy laboratories in California. The agreement, which resulted from the leadership of Dr. Paul Kostecki of the Amherst campus, enables the University and the Navy to share with research and teaching expertise in the fields of marine and environmental sciences, engineering, and public health. It creates tremendous and meaningful learning opportunities for the students and the faculty. President Bulger noted that creative, meaningful, and tactful collaboration continues to be a top goal of the University.

President Bulger reported that on January 23rd a meeting took place between the University's finance staff and two bond rating agencies, Fitch, and Standard and Poors. The agencies were impressed with the overall management of the University during the current difficult times. The agencies were particularly impressed with the University's private fund raising efforts and with student enrollment of recent years. Standard and Poors recently awarded the University an A+ rating with a "stable outlook." President Bulger thanked Vice President Lenhardt, the Board and the Chancellors for their support and commitment.

The first item on the agenda for action was approval of the **Minutes of the Previous Meetings of the Board**. It was moved, seconded and

VOTED: To approve the minutes of the November 7, 2001 and December 10, 2001 meetings of the Board.

Chair Fey then asked for a motion to go into **Executive Session** to discuss **Collective Bargaining** and **Litigation Issues Related to the Budgetary Situation** and **Appointment with Tenure, UMASS Lowell** and **Award of Tenure, UMASS Worcester**. She indicated that the Board will reconvene in open session following the discussion.

It was moved, seconded and

VOTED: To enter into Executive Session to discuss **Collective Bargaining** and **Litigation Issues Related to the Budgetary Situation** and **Appointment with Tenure, UMASS Lowell** and **Award of Tenure, UMASS Worcester**.

Chair Fey voted for the motion as did Vice Chair Giblin; Trustees Bogan, Dubilo, Flores, Foley, Hoff, Leonor, Lewenberg, Mahoney, McCarthy, Moes and White

The time was 11:55 a.m.

At 1:20 p.m. the Board meeting reconvened in open session.

Chair Fey introduced the **Consent Agenda**. It was moved, seconded and

VOTED: To accept the following Audit Reports on the Board Consent Agenda:

•**Audits**

1. WFCR-FM and Friends of WFCR, Inc. Combined Financial Statements for June 30 2001 and 2000; Communication Letter to the Board of Trustees for WFCR-FM and Friends of WFCR, Inc. (Doc. T02-003)
2. WUMB-FM Radio Financial Statements for the Year Ended June 30, 2001; WUMB-FM Radio Management Letter, Year Ended June 30, 2001; Communication Letter to the Board of Trustees for WUMB-FM Radio (Doc. T02-004)
3. Report on Massachusetts Student Financial Assistance Programs in Accordance with the Massachusetts Office of Student Financial Assistance Attestation Guide; the University's Corrective Action Plan (Doc. T02-005)
4. Report on Federal Financial Assistance Programs in Accordance with OMB Circular A-133, June 30, 2002; University Corrective Action Plan Responses (Doc. T02-006)
5. President's Office Expenditure Review, FY1999, 2002 and 2001 (Doc. T02-001)
6. Commercial Ventures and Intellectual Property, Administration and Control (Doc. T02-002)
7. University Auditing Activity Report (Doc. T02-014)

The next item on the agenda was the **Report of the Committee on Academic and Student Affairs**. Trustee White reported that the Committee met on January 22nd. The Committee heard a discussion on the Commonwealth College and the Commonwealth Honors Program.

The first item for action was **M.S. and Ph.D. in Biomedical Engineering and Biotechnology, UMASS Boston, Dartmouth, Lowell, Worcester**. It was moved, seconded and

VOTED: To approve the M.S. and Ph.D. in Biomedical Engineering and Biotechnology to be offered jointly by the University of Massachusetts Boston, Dartmouth, Lowell and Worcester, as contained in Doc. T02-008.

The next item was **B.S.E. in Computer Engineering, UMASS Lowell**. Trustee White reported that the proposal of the B.S.E. in Computer Engineering essentially turns an existing computing track within the B.S.E. in Electrical Engineering into a separately identified Bachelor's degree program. It was moved seconded, and

VOTED: To approve the B.S.E. in Computer Engineering at the University of Massachusetts Lowell as contained in Doc. T02-009.

The next item was **Doctor of Physical Therapy (D.P.T.), UMASS Lowell**. Trustee White reported that the proposal represented an approval to convert an existing M.S. in Physical Therapy to a Doctor of Physical Therapy degree. The degree is intended to keep pace with changing requirements in the field. UMASS Lowell offers the only Physical Therapy degree in Massachusetts. It was moved, seconded, and

VOTED: To approve the conversion of the M.S. in Physical Therapy to a Doctor of Physical Therapy (D.P.T.) as contained in Doc. T02-010.

The next item was **Appointments to Named Professorships, UMASS Amherst**. It was moved, seconded, and

VOTED: To concur with the President in the appointment of Raymond S. Bradley as Distinguished Professor at the University of Massachusetts Amherst.

And further, To concur with the President in the appointment of Donald Geman as Distinguished Professor at the University of Massachusetts Amherst.

And further, To concur with the President in the appointment of David J. McLaughlin as the Armstrong Professional Development Professor at the University of Massachusetts Amherst. (Doc. T02-011)

The next item on the agenda was the report of the **Committee on Administration, Finance and Audit**. Trustee Dubilo reported that the Committee met on January 24. The Committee heard a discussion on the ongoing budget situation.

The first item for action was **FY2003 Student Charges**. It was moved, seconded, and

VOTED: In accordance with Section 1A of Chapter 75 of the General Laws, to establish and approve tuition at the following rates for the Amherst, Boston, Dartmouth and Lowell campuses:

	Tuition 2002-2003			
	Amherst	**Boston**	**Dartmouth**	**Lowell**
Undergraduate (resident)	$1,714	$1,714	$1,417	$1,454
Undergraduate (non-resident)	$9,937	$9,758	$8,099	$8,567
Graduate (resident)	$2,640	$2,590	$2,071	$2,183
Graduate (non-resident)	$9,937	$9,758	$8,099	$8,567

And further, in accordance with Section 1A of Chapter 75 and with Section 9 (i) of Chapter 15A of the General Laws, to recommend to the Board of Higher Education that the tuition for the University campuses for Academic Year 2002-2003 shall be listed above.

And further, to authorize the President to approve, no later than April 5, 2002, individual rates for mandatory charges, providing that total tuition and mandatory charges to students shall not exceed the combined tuition and mandatory fee rates as outlined below:

Total Mandatory Student Charges (Tuition & Mandatory Fees) 2002-2003

	Amherst	**Boston**	**Dartmouth**	**Lowell**
Undergraduate (resident)	$6,482	$5,222	$5,129	$5,213
Undergraduate (non-resident)	$15,335	$14,882	$13,629	$14,651
Graduate (resident)	$6,753	$6,110	$6,266	$6,376
Graduate (non-resident)	$14,955	$14,894	$13,629	$14,651

And further, in accordance with Section 1A of Chapter 75 of the General Laws, to establish and approve the tuition rates outlined below for the Worcester campus and to authorize the President to approve, no later than April 5, 2002, individual rates for mandatory charges, providing that total tuition and mandatory charges to students shall not exceed the combined tuition and mandatory fee rates as outlined below:

Total Student Charges, Worcester, 2002-2003

	Tuition	**Mandatory Fees**	**Total Student Charges**
Medical School (resident only)	$8,352	$3,000	$11,352
Graduate Sch. of Nursing (resident)	$2,640	$3,000	$5,640
Graduate Sch. of Nursing (non-resident)	$9,856	$3,000	$12,856
Graduate Sch. Biomedical Science (resident)	$2,640	$1,335	$3,975
Graduate Sch. Biomedical Science (non-resident)	$9,856	$1,335	$11,191

And further, to authorize the President to approve, no later than April 5, 2002, individual fee rates for other student fees and student fee/revenue based operations charges not already approved by the Board for academic year 2002-2003. (Doc. T02-016)

The next item was **FY2002 Operating Budget**. It was moved, seconded, and

VOTED: To approve the FY2002 Operating Budget for the University of Massachusetts, as contained in Doc. T02-017.

The next item was **Early Retirement Program Delegation**. It was moved, seconded, and

VOTED: To authorize the President to take all actions necessary to ensure compliance with the provisions of Chapter 219 of the Acts of 2001 applicable to the University of Massachusetts and to prepare and submit all information to the legislature and agencies required by said act. (Doc. T02-018)

The next item was **Declaration of Official Intent Relative to the Financing of Energy Conversions, UMASS Boston**. It was moved, seconded, and

VOTED: That the University reasonably expects to reimburse from proceeds of a lease, expenditures, including expenditures made within the last 60 days, temporarily advanced, either directly or from internal funds or internal loans for the following project: energy conversions at the Boston campus, the maximum principal amount of lease indebtedness expected for such project, including for reimbursement purposes, being $1,600,000. (Doc. T02-019)

The next item was **Conservation Restriction on Land, UMASS Amherst**. It was moved, seconded, and

VOTED: To authorize the University to enter into a Memorandum of Understanding with the Commonwealth of Massachusetts Executive Office of Environmental Affairs, contained in Doc. T02-020 under which the University, pursuant to its authority under Chapter 142 of the Acts of 1991 of the Commonwealth of Massachusetts to manage all property, real and personal, owned or occupied by the University, agrees to petition the Massachusetts Legislature, pursuant to its authority under Article 97 of the Massachusetts Constitution, to dedicate certain specified lands under the care and control of the University, consisting of approximately 1,926 acres, to open space, conservation, and environmental education and research, and to restrict the use and development of said land accordingly; and under which the EOEA would provide the University with $500,000 over five years for forest management demonstration projects, conditional upon the Legislature exercising its authority under Article 97 pursuant to the University's petition; and

To authorize the President of the University, or his designee, to take such action as may be necessary to petition the Legislature as specified in the Memorandum of Understanding. (Doc. T02-020)

The next item on the agenda was the **Report of the Development Committee**. Upon Trustee Mahoney's departure from the meeting, Chair Fey reported that as of December 31, 2001 the University has raised $61.3M on a multi-campus fundraising effort. She indicated that the University's fundraising goal is $89.8M. Vice Chair Giblin commended Trustee Mahoney for doing a good job. He informed the Board about his excitement on the fundraising efforts.

Chair Fey reminded the Board that Trustee Mahoney is seeking the Board's full support with the President's Annual Fund.

Chair Fey then asked for a motion to adjourn the meeting. It was moved, seconded, and

VOTED: To adjourn the meeting of the Board of Trustees.

Chair Fey voted for the motion as did Vice Chair Giblin; Trustees Bogan, Dubilo, Flores, Foley, Leonor, Lewenberg, McCarthy, Moes and White

The time was 1:30 p.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE SPECIAL BOARD OF TRUSTEES

Wednesday, April 17, 2002; 8:00 a.m.
Board Room – Twenty Sixth Floor
One Beacon Street
Boston, Massachusetts

Trustees Present: Chair Fey; Trustees Austin, Dubilo, Foley, Laubinger, Leonor, James Mahoney, Robert Mahoney, McCarthy, Moes and White

Trustees Absent: Trustees Agganis, Boyle, Flores, Giblin, Hoff, Karahalis, Karam, Kumar, Lennes, Mihos and Naughton

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Botman, Chmura, and Julian

Chair Fey convened the meeting at 8:15 a.m.

Under the **Chair's Report,** Chair Fey thanked the members of the Board for attending today's meeting. She then thanked the members of the Search Committee for their work. The Search Committee members represented an outstanding mix of faculty, students, staff, trustees, alumni and friends of the University.

Chair Fey went on to thank her colleagues on the Board, Trustees Mahoney, Naughton, Laubinger and White who volunteered their time and energy to this project.

Before asking the Board for their vote, Chair Fey reported on the process that led up to this point. Last July, President Bulger appointed a Search Committee and charged it with identifying and recruiting potential leaders for the Amherst campus. He suggested that the next Chancellor have the ability to articulate goals, administer complex organization and collaborate with the President and other Chancellors.

Following the initial meeting, the Search Committee chose Isaacson Miller as its search firm. In September, Chancellor Lazare presented the findings of a report on the Amherst campus – this provided the Search Committee with information about the challenges and opportunities the next Chancellor will face.

The Search Committee narrowed the filed of high-quality applications that were received to eight candidates. From the eight candidates, the Committee presented the three unranked finalists to President Bulger.

President Bulger then reported on the splendid job the Search Committee did recruiting top candidates whose talents and experience would advance the cause of the campus and that of the University. He expressed his gratitude for the time-consuming and important work they performed.

President Bulger reported that the Committee had submitted three excellent candidates and following a careful review, was pleased to recommend Dr. John Lombardi to the Board for formal approval as the Chancellor of the Amherst campus effective July 1, 2002.

Under Dr. Lombardi's leadership at the University of Florida the annual private support grew from $55 million to $135 million. The endowment quadrupled to over $500 million. Dr. Lombardi is also an internationally acclaimed scholar of Latin American History with a passion for knowledge expansion.

It was then moved, seconded and

VOTED: To concur with the President in the appointment of Dr. John V. Lombardi as Chancellor of the University of Massachusetts Amherst at a salary and terms to be determined by the President in consultation with the Chair.

And further,

To commend and thank the Chair and members of the Chancellor's Search Committee for their time, effort, and commitment in the search for a Chancellor at the University of Massachusetts Amherst:

Grace K. Fey, Chair
Jess Cain
Javier Cevallos
Andrew Changelian
Denise Coll
Lila Gierasch
Ralph Faulkingham
Marty Jacobsen
James R. Julian, Jr.
Jonathan Laubinger
Aaron Lazare
Robert Mahoney
Mzamo Mangaliso
Ernest May
Craig Mellon

John M. Naughton
Melinda Novak
Daniel Rivera
Charlena Seymour
Steve Tocco
Karl W. White

There being no further business, the meeting was adjourned at 8:22 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

Wednesday, May 1, 2002; 9:15 a.m.
Faculty Conference Room
University of Massachusetts
55 Lake Avenue North
Worcester, Massachusetts

Trustees Present: Chair Fey; Vice Chair Giblin; Trustees Austin, Boyle, Dubilo, Flores, Foley, Hoff, Karahalis, Karam, Kumar, Laubinger, Lennes and White

Trustees Absent: Trustees Agganis, Leonor, James Mahoney, Robert Mahoney, McCarthy, Mihos, Moes, and Naughton

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Botman, Chmura, Gray, Lenhardt and Julian; Mr. Wilson, CEO, UMassOnline; Chancellors Williams, Gora, MacCormack, Hogan and Lazare; Dr. Marks, UMASS Worcester; Dr. Lawrence, UMASS Worcester

Faculty Representatives: Professor O'Connor, UMASS Amherst; Professor May, UMASS Amherst; Professor Disch, UMASS Boston; Professor Langley, UMASS Dartmouth; Professor Carter, UMASS Lowell; Dr. Cooke, UMASS Worcester

Guest: Mr. Justin Cobb for Ferd Wulkan, SEIU Local 509

Chair Fey convened the meeting at 9:40 a.m.

The first item for action on the agenda was **Minutes of the Previous Meeting of the Board**.

It was moved, seconded and

VOTED: To approve the minutes of the February 6, 2002 meeting of the Board.

Under the **Chair's Report,** Chair Fey began by introducing the new Trustees to the Board: Mr. Dennis Austin, Director, State Government Relations for Raytheon Company in Lexington; Mr. Lawrence Boyle, Senior Partner of Morrison, Mahoney and Miller in Boston; and Mr. James Karam, President of First Bristol Corporation in Fall River, and co-owner of WSAR and WHTB radio stations, serving the Massachusetts south coast region.

Chair Fey introduced Trustee Lennes to give the **Student Trustee Report, UMASS Worcester**. Trustee Lennes began her report by welcoming the Board to the Worcester campus.

She reported on student concerns around the budget crisis and the school/hospital relationship. Trustee Lennes reported on the campus' 5th place ranking as one of the best medical schools in the nation by *U.S. News and World Report*. She reported that most of the student body is positioned for service in the healthcare system throughout the Commonwealth. Trustee Lennes concluded her report by reciting the class oath. The oath states the goals for medical students to become positive members of the healthcare community.

Chair Fey then called on Ferd Wulkan, SEIU Local 509. In the absence of Mr. Wulkan, Justin Cobb reported to the Board. Mr. Cobb reported on the "Save UMASS" campaign. He then reported on status of the Resident Assistants on the Amherst campus.

Chair Fey then called on Dr. Sandy Marks, UMASS Worcester. Dr. Marks highlighted the concerns of faculty with the proposal of the new Tenure Definition Policy.

Chair Fey then announced that President Bulger was going to be a guest on CNN's *Inside Politics* program hosted by Judy Woodruff later in the afternoon. She indicated that President Bulger, along with Nan Keohane, President of Duke University, would be talking about the future of higher education.

The next item on the agenda was the **President's Report**. President Bulger began by welcoming the new Trustees. He reported that the Worcester campus, had again, been honored as one of the very best medical schools in the nation by *U.S. News and World Report*. It is ranked 5th among 125 medical schools in the increasingly competitive "Primary Care" schools category, and number one on the East Coast. President Bulger expressed his gratitude to Chancellor Lazare, faculty, staff, and the students for making the Medical School stand out as a prime example of an excellent education at the University.

President Bulger updated the Board on the state budget issue. The University's appropriation was reduced last week by 5.6% or $26 million by the House Ways and Means Committee. He expressed his gratitude to Speaker Finneran and the House Ways and Means Committee for having completed one of the most difficult tasks required of public leaders.

President Bulger reported that the University will participate in the beginning stages of the budget process by continuing to make a compelling, factual case to the Legislature and the citizens of the Commonwealth that every public dollar invested in the University generates a priceless return for Massachusetts. The University will continue to argue that the promise of educational opportunity made in the 1993 Education Reform Act should be an assurance of opportunity at the higher education level. Otherwise, the value of the billions of dollars spent on K-12 education will fade quickly.

President Bulger provided the Board with copies of an article entitled, "From the Field: The Knowledge Sector in Massachusetts." The article, skillfully researched and written by Professor

Robert Nakosteen of the Amherst campus and Dr. Michael Goodman of the Donahue Institute, will be published this week in the University's economic journal, Massachusetts Benchmarks. The article is accompanied by an analysis written by Professor Ralph Whitehead of the Amherst campus on the impact of the 4-year degree on the earnings of Massachusetts' citizens.

President Bulger thanked the members of the Board for advocating on behalf of the University. Their leadership has been essential and effective in spreading the message about the value of the University to the Commonwealth of Massachusetts.

President Bulger then thanked Chancellor Williams and expressed his gratitude for the work she has done since taking over the leadership of the Amherst campus on July 1, 2001. Chancellor Williams has been steadfast in her determination to maintain high standards, always displaying a confident spirit in the face of adversity.

President Bulger reported that Robert Marcum, Athletic Director for the Amherst, campus is announcing his retirement. For nearly a decade, Mr. Marcum has been able to achieve "excellence." Under his distinguished, careful leadership, the UMASS Amherst Division 1 athletic program has achieved excellence on the playing fields, and its student-athletes have performed with distinction in the classroom. The UMASS Amherst athletic program has been recognized as a national leader when it comes to placing female athletes on a level playing field with their male counterparts, and the program has won numerous plaudits with respect to the academic performance of its dedicated athletes. Mr. Marcum leaves behind an athletic program that *U.S. News and World Report* has described as being one of the 20 best in the nation. Mr. Marcum's accomplishment will be honored through the University's commitment to continued excellence.

On behalf of the Board, Chair Fey expressed gratitude to Chancellor Williams for an outstanding job. She then introduced a resolution to honor Chancellor Williams' contribution to the University.

It was moved, seconded and

VOTED: Whereas, Dr. Marcellette G. Williams answered the call of the President and Board of Trustees to serve as interim Chancellor of the University of Massachusetts Amherst, effective July 1, 2001; and

Whereas, prior to assuming leadership of the Amherst campus, Dr. Williams served for seven and a half years as Deputy Chancellor with the highest level of skill and dedication; and

Whereas, Dr. Williams guided the University's flagship campus through the painful days following September 11, 2001; introduced the campus community to the life, death, and legacy of South Africa human rights activist Amy Biehl; and managed the campus through a period of economic challenge with wisdom and courage; and

Whereas, Dr. Williams is a Professor of English and Comparative Literature and concentrates her research on the language of leadership; and

Whereas, Dr. Williams has stated her philosophy of education: "We must urge learners to attend to their physical, psychological, philosophical, intuitive, spiritual, intellectual, and emotional selves because attention to this totality of themselves clarifies purpose and the connectedness of life'';

Be it Resolved, the Board of Trustees of the University of Massachusetts, in a meeting assembled this first day of May, 2002, does hereby express on behalf of the entire University its sincere gratitude to Dr. Marcellette Williams for the outstanding contribution she has made to the Amherst campus community.

Chair Fey introduced the **Consent Agenda**. It was moved, seconded and

VOTED: To accept the following Audit Reports on the Board Consent Agenda:

- **Audits**
  1. Campus Parking Garage Operations, UMASS Amherst (Doc. T02-022)
  2. Statement of Revenues and Expenditures of the Intercollegiate Athletic Department, UMASS Amherst (Doc. T02-030)
  3. Report on the Minuteman Court Club and UMASS Athletic Fund, UMASS Amherst (Doc. T02-031)
  4. University of Massachusetts Management Letter (Doc. T02-038)
  5. Division of Corporate, Continuing and Distance Education, UMASS Boston (Doc. T02-036)
  6. University Auditing Activity Report (Doc. T02-034)

The next item on the agenda was the report of the **Committee on Administration, Finance and Audit**. Trustee Dubilo reported that the Committee met on April 25th and discussed the Annual Review of the University's Financial Condition and its future outlook. The Committee's purpose is to stay on top of the fiscal situation and to assure the Board that appropriate adjustments are taking place. Trustee Dubilo reported that the University successfully implemented its new payroll and personnel system on March 15, 2002 and is planning a total

conversion of its financial systems on July 1, 2002. The Audit Reports have been found in order and were voted under the Consent Agenda.

The first item for action was **Establishment of the Arthur F. and Helen P. Koskinas Professorship in Biochemistry and Molecular Pharmacology and the Lambi and Sarah Adams Chair in Genetics, UMASS Worcester**. It was moved, seconded and

VOTED: In accordance with sections 1A(e) and 11 of Chapter 75 of the General Laws, to establish an endowed professorship in biochemistry and molecular pharmacology at the University of Massachusetts Worcester to be known as the Arthur F. and Helen P. Koskinas Professorship in Biochemistry and Molecular Pharmacology.

And further, to establish an endowed chair in genetics at the University of Massachusetts Worcester to be known as the Lambi and Sarah Adams Chair in Genetics. (Doc. T02-025)

The next item on the agenda was the **Report of the Committee on Academic and Student Affairs**. Trustee White reported that the Committee met on April 23rd. The Committee heard a discussion that focused on faculty matters: faculty hiring process, faculty approval process, strategies for faculty retention, and early retirement planning process. The Committee heard a presentation on the recycling program from UMASS Dartmouth students.

The next item was **Policy on Research Professorships, UMASS Boston**. Trustee White reported that the purpose of the policy is to allow the Boston campus to hire a small number of high-quality faculty whose primary responsibility is to conduct research and whose salaries are funded entirely by grants and contracts. The appointments will not be on a tenure track. It was moved, seconded, and

VOTED: To concur with the President and the Chancellor to approve the Policy on Research Professorships at the University of Massachusetts Boston as contained in Doc. T02-024, pursuant to Section 4.11 of Doc. T76-081.

The next item was **Tenure Definition, UMASS Worcester.** Trustee White reported that the new policy defines the economic value of tenure for faculty at the Medical School and UMass Memorial Health Care.

Trustee Foley raised a question on the development of the policy. There was then a brief discussion to provide clarification on the Tenure Definition policy.

It was moved, seconded, and

VOTED: To approve the Tenure Definition for the Worcester campus as contained in Doc. T02-032.

The next item was **Revisions to Code of Student Conduct and Alcohol and Drug Policy, UMASS Lowell**. It was moved, seconded, and

VOTED: To approve the revisions to the Lowell Code of Conduct as contained in Doc. T94-059, as amended.

And further,

To approve the revisions to the Lowell Alcohol and Drug Policy as contained in Doc. T93-116, as amended (included as Appendix B in the Lowell Student Code of conduct.

The next item was **Appointments to Named Professorships, UMASS Worcester**. It was moved, seconded, and

VOTED: To concur with the President in the appointment of C. Robert Matthews to the Arthur F. and Helen P. Koskinas Professorship in Biochemistry and Molecular Pharmacology at the University of Massachusetts Worcester;

And further,

To concur with the President in the appointment of Roger J. Davis to the H. Arthur Smith Chair for Cancer Research at the University of Massachusetts of Worcester.

And further,

To concur with the President in the appointment of Michael R. Green to the Lambi and Sara Adams Chair in Genetics at the University of Massachusetts Worcester. (Doc. T02-025)

The next item on the agenda was the **Report of the Development Committee**. In the absence of Trustee Robert Mahoney, Vice Chair Giblin reported that the Committee met on April 25th. He reported on fund-raising efforts. As of March 31, 2002 the combined fund-raising efforts for the five campuses totaled just under $67 million. The year-end fund-raising target is $89.8 million. The Amherst and Dartmouth campuses reported strong projections for the fourth quarter activity and the UMASS Foundation will work with both campuses on fund-raising efforts.

Trustee Giblin reported on the President's Annual Appeal Fund. The fund is showing positive effects in its initial test mailing. Planning of the next phase of the President's Appeal is in progress. There is nearly 100% participation by the Trustees with the fund. Trustee support has been generous, grossing just over $50,000. He reported that Trustee Robert Mahoney has indicated that the Trustees need to work on volunteering efforts. Trustee Giblin reported that David Manuel of Prospect Information Network (PIN) presented the approach to screening the database for prospecting purposes. Mr. Manuel will provide the Committee with a list of prospects at the end of the summer.

Trustee Giblin announced that UMASS Night at the Pops will take place on June 19, 2002. A reception for the $1,000+ donors will precede the concert at the Back Bay Hilton.

Trustee Karahalis presented a donation towards the President's Annual Appeal Fund on behalf of the student trustees. Chair Fey and Vice Chair Giblin thanked the students.

Under **Other Business**, Chair Fey introduced the **Department of Defense Exclusion List**. It was moved, seconded, and

VOTED: WHEREAS, current Department of Defense Regulations contain a provision making it mandatory that the Chairman of the Board, the President, the Secretary, and the designated Facility Security Officer meet the personnel clearance requirements established for a contractor's facility clearance; and

WHEREAS, said Department of Defense Regulations permit the exclusion from the personnel clearance requirements of certain members of the Board of Trustees and other officers, provided that this action is recorded in the minutes.

NOW, THEREFORE, BE IT DECLARED that the Chairman of the Board, the President, the Secretary and the designated Facility Security Officer at the present time do possess, or will be processed for, the required security clearance; and

BE IT RESOLVED that in the future, when any individual enters upon any duties as Chairman of the Board, the President, the Secretary or the designated Facility Security Officer, such individual shall immediately make application for the required security clearance; and

BE IT RESOLVED FURTHER that the following members of the Board of Trustees and other officers shall not have, and can be effectively excluded from access to all classified information in the possession of the corporation and do not occupy positions that would enable them to affect adversely policies or practices in the performance of classified contracts for the Department of Defense or the User Agencies of its Industrial Security Program:

NAME	TITLE
Michael J. Agganis	Trustee
Dennis G. Austin	Trustee
Lawrence F. Boyle	Trustee
Edward A. Dubilo	Trustee
Heriberto Flores	Trustee
Michael T. Foley, M.D.	Trustee
William E. Giblin	Trustee
Charles J. Hoff	Trustee
Sandra Karahalis	Trustee
James J. Karam	Trustee
Ramya Kumar	Trustee
Jonathan Laubinger	Trustee
Inga Lennes	Trustee
Rafael Leonor	Trustee
James E. Mahoney	Trustee
Robert M. Mahoney	Trustee
Robert McCarthy	Trustee
Christy P. Mihos	Trustee
Diane E. Moes	Trustee
John M. Naughton	Trustee
Karl E. White	Trustee

The next item was the **Governance Committee Membership**. Chair Fey announced the appointments to the Governance Committee. Trustee Moes will serve as Chair; Trustees Giblin, Hoff and White will serve as members. The Committee will present its report to the Board at its annual meeting on August 7th.

The next item was **Out-going Student Trustees**. Chair Fey thanked Trustees Laubinger, Karahalis, Kumar and Lennes for their service to the Board.

Chair Fey then asked for a motion to go into **Executive Session** to discuss **Awards of Tenure, UMASS Amherst, UMASS Boston** and **Appointment with Tenure, UMASS Boston** and **Honorary Degrees, UMASS Amherst, UMASS Dartmouth**. She indicated that the Board will not reconvene in open session.

It was moved, seconded and

VOTED: To enter into **Executive Session** to discuss **Awards of Tenure, UMASS Amherst, UMASS Boston** and **Appointment with Tenure, UMASS Boston** and **Honorary Degrees, UMASS Amherst, UMASS Dartmouth**.

Chair Fey voted for the motion as did Vice Chair Giblin; Trustees Austin, Boyle, Dubilo, Flores, Foley, Hoff, Karam, Kumar and White.

The time was 10:38 a.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

Wednesday, August 7, 2002; 10:15 a.m.
Fisher Recital Hall, Durgin Hall
South Campus Fine Arts Building
University of Massachusetts
Lowell, Massachusetts

Trustees Present: Chair Fey; Vice Chair Giblin; Trustees Austin, Boyle, Dawood, Dubilo, Flores, Foley, Hoff, Karam, Lankowski, James Mahoney, Robert Mahoney, Moes, Naughton, Powers and White

Trustees Absent: Trustees Agganis, DeFaria and McCarthy

University Administration: General Counsel O'Malley; Vice Presidents Botman, Chmura, Gray and Julian; Mr. Wilson, CEO, UMassOnline; Chancellors Lombardi, Gora, MacCormack and Hogan; Deputy Chancellor Stanton

Faculty Representatives: Professor May, UMASS Amherst; Professor Disch, UMASS Boston; Professor Langley, UMASS Dartmouth; Professor Carter, UMASS Lowell

Speakers: Tony Koumantzelis, UMASS Lowell, Diane Dujon, UMASS Boston and Daniel Georgianna, UMASS Dartmouth

Chair Fey convened the meeting at 10:22 a.m.

The first item on the agenda was approval of the **Minutes of the Previous Meetings of the Board**.

It was moved, seconded and

VOTED: To approve the minutes of the April 17 and May 1, 2002 meetings of the Board.

Under the **Chair's Report,** Chair Fey thanked Chancellor Hogan for his hospitality. She also reported that President Bulger and Chancellor Lazare were absent from today's meeting due to University business.

Chair Fey commended President Bulger for his position during the recent budget process. Also of note was the success of the Alumni Evening at the Pops this past June. Some of the highlights included the honoring of Lowell alumnus, Roy Zuckerberg, the presence of UMASS

students at the event, the performance by the Boston Pops, the President's recitation of the Gettysburgh Address and House Speaker Thomas Finneran addressing the pre-concert reception.

Chair Fey then introduced the new student Trustees: William Powers, UMASS Amherst, Heather Dawood, UMASS Boston, Rosalyn Lankowski, UMASS Lowell. An election for a new student trustee from the Dartmouth campus is scheduled for the fall. Trustee DeFaria from the Worcester campus was absent.

Chair Fey then read a statement from President Bulger which included a welcome to the new student Trustees and a nod to the Lowell campus for their track record of success in facing current challenges. Chancellor Hogan, the faculty, staff and students deserve praise for transforming the Lowell campus over the past several years.

Also included in President Bulger's report was a mention of the disappointment felt by people at the University affected by the recession that has enveloped the Commonwealth. He pointed out the ways the Legislature and the Governor have helped: funding the Commonwealth Honors College in Amherst, the Advanced Technology Manufacturing Center in Fall River, the Star Visual Arts Store in New Bedford, the Toxic Use Reduction Institute in Lowell and the $2 million for endowed chair matching funds.

The report continued with the news that the Legislature has sent a capital improvement bill to the Governor that includes $77 million for the University that will help make critical investments on the University's facilities. The University is on stable financial ground with help from the campuses, the Chancellors, the Board members and the Governor and Legislature.

Chair Fey introduced Trustee Lankowski to give the **Student Trustee Report, UMASS Lowell**. Trustee Lankowski reported on the many reasons for attending the Lowell campus. The staff loves what they are doing and there is a sense of belonging. Despite the problems due to the budget crisis, the students continue to receive support from the staff and Chancellor Hogan.

Chair Fey then introduced three speakers that had asked to address the Board concerning contract issues: Tony Koumantzelis, UMASS Lowell, Diane Dujon, UMASS Boston and Daniel Georgianna, UMASS Dartmouth. At issue was the Legislature's failure to override a veto by the Governor for UMASS contracts, which would have given employees raises ranging from 2.5 to 5 percent.

Professor Georgianna discussed the recent Boston Globe article attacking Professor Ronald Story from the Amherst campus and asked that President Bulger and the Board members support Professor Story.

Chair Fey thanked the speakers for their remarks.

Chair Fey introduced the **Consent Agenda**. It was moved, seconded and

VOTED: To accept the following Audit Reports on the Board Consent Agenda:

- **Audits**
  1. University Auditing Activity Report (Doc. T02-043)
  2. PriceWaterhouseCoopers FY2002 Audit Plan (Doc. T02-051)

The next item on the agenda was the **Report of the Committee on Academic and Student Affairs**. Trustee White reported that the Committee met on July 23rd. There was a lively discussion on the "The Student Experience" by students from each campus who described their experiences as students at the University. Some of the topics included: where they live, did they transfer to UMASS and why, their majors, did they work while attending the University, why did they chose UMASS for their education and what are the biggest challenges they face while working toward their degrees.

Trustee White reported that it was an interesting discussion and the students proved themselves to be an impressive group of speakers.

The next item was **Chair, Department of Anesthesiology, UMASS Worcester**. Responding to a question about why this action was necessary, General Counsel O'Malley responded that a search would take many months and the position recently vacated should be filled as soon as possible. Trustee Foley noted that this is an important position and should be filled immediately.

It was moved, seconded, and

VOTED: To grant Aaron Lazare, Dean, University of Massachusetts Medical School authority on a one-time basis, to appoint Dr. Stephen O. Heard as Chair of the Department of Anesthesiology, effective July 15, 2002, notwithstanding any contrary provision in Doc. T79-042B. (Doc. T02-052)

The next item on the agenda was the report of the **Committee on Administration, Finance and Audit**. Trustee Dubilo reported that the Committee met on July 25th. The discussion items included an informative report on Campus Facilities and an update on the State Budget and its negotiations.

The first item for action was **FY2003 University Capital Plan Update**.

It was moved, seconded and

VOTED: To approve the FY 2003 Five-Year Capital Plan for the University, as contained in Doc. T02-047.

and further,

WHEREAS, the University of Massachusetts Building Authority (the "Building Authority") was created by Chapter 773 of the Acts of 1960 of the Commonwealth of Massachusetts (the "Commonwealth") (said Chapter 773, as amended, being hereinafter called the "Enabling Act") as a body politic and corporate and a public instrumentality of the Commonwealth;

WHEREAS, the Building Authority was created by the Enabling Act for the general purposes of aiding and contributing to the performance of the educational and other purposes of the University of Massachusetts (the "University") by providing dormitories, dining commons and other buildings and structures for the use of the University, its students, staff and their dependents and for lease to or use by an organization or association, in any form, of students or others the activities of which are a part of the activities at the University and subject to regulation by the Board of Trustees of the University (the "Trustees"), a research, foundation or other research organization the operation of which in conjunction with the University is approved by the Trustees or other entity and activities of which are approved by the Trustees as furthering the purposes of the University;

WHEREAS, the Building Authority is authorized by the Enabling Act, among other things,

(a) To construct buildings or structures and to acquire, add to, alter, enlarge, reconstruct, remodel and do other work in or upon or respecting any building or structure, in each case upon written request made by authority of the Trustees; and to provide and install furnishings, furniture, machinery, equipment, facilities, approaches, driveways, walkways, parking areas, planting and landscaping in or for or related to any such building or structure; provided that such approaches, driveways, parking areas, planting and landscaping be approved by authority of the Trustees;

(b) To borrow money from time to time to achieve any one or more of its corporate purposes and to refund obligations earlier incurred for any such purpose and for refunding, and to issue and sell its revenue bonds and notes therefore, payable solely from its revenues;

WHEREAS, The Massachusetts Health and Educational Facilities Authority ("HEFA") or the Massachusetts Development Finance Agency ("MDFA") in the

judgment of the President provides a suitable alternative to financing projects to effectuate the projects in the Capital Plan;

WHEREAS, the Treasurer is authorized to make expenditures for said Capital Plan from non-appropriated funds, which expenditures are to be reimbursed from the proceeds of financing issued through the Authority, HEFA or MDFA;

WHEREAS, in the judgment of the Trustees it is in the best interests of the University, its students, staff and their dependents and said organizations that one or more of the aforementioned Authorities or Agencies initiate the projects described by the following:

NOW THEREFORE, BE IT RESOLVED THAT:

1. The President of the University be and he hereby is authorized in the name and on behalf of the Trustees to make a written request of any or all of the Authorities or Agencies listed above that such Authorities or Agencies initiate:

(a) Any or all of the projects set forth in the FY2003 Five-Year Capital Plan for the University Doc. T02-047 attached hereto as long as the estimated total project cost does not exceed the estimated total project cost listed in Doc. T02-047 by more than 20%; and

(b) Any other renovation, repair, remodeling or other work in or upon or respecting any building or structure owned or used by the University or the Building Authority, or the provision, installation, renovation, repair or remodeling of or other work upon or respecting any furnishings, furniture, machinery, equipment or facilities with respect to any such building or structure, all as may be requested of any or all of the Authorities or Agencies in writing from time to time by the President or Vice President and Treasurer of the University, the making of any such request being hereby authorized.

2. The projects to be initiated by the Authorities or Agencies in accordance with the request authorized to be made in Section 1 of this resolution may in the discretion of the Authorities or Agencies be undertaken separately or together for financing purposes.

3. The President of the University and all other officers of the University be and they are and each acting singly is authorized and directed to request the Commissioner of Administration to approve in writing the undertaking by the Building Authority of the projects a request for which is hereby authorized and to do such other things and to take such other action as to the officer or officers so

acting shall, as conclusively evidenced by their taking the action hereby authorized, deem necessary or desirable to be done or taken to carry into effect the matters hereby authorized.

4. This vote is intended as the expression of the University's "official intent" under Section 1.150-2(d) (1) and (e) of the regulation promulgated by the United States Treasury Department under the Internal Revenue Code of 1986, as amended, toward the issuance of revenue bonds under the Enabling Act or other applicable legislation for financing and refinancing the cost of any or all of the projects described in paragraph (c) or 1(b) above. (Doc. T02-047)

The next item was **FY2003 Allocation of State Funds**. It was moved, seconded and

VOTED: To direct the President to develop an allocation plan for the amount appropriated for the University in Line Item 7100-0200 of the state appropriation act for fiscal year 2003, and to notify the Board of Trustees of said plan within 40 days of the passage of said appropriation act, and the House and Senate Committees on Ways and Means within 45 days of the passage of said act. (Doc. T02-048)

The next item was **Adoption of Educational Assistance Plan, IRS Code Compliance**.

It was moved, seconded and

VOTED: To approve the Section 127 Educational Assistance Plan as described in Doc. T02-049.

The next item was **Establishment of the University Chair in Peace Psychology, UMASS Amherst**.

It was moved, seconded and

VOTED: In accordance with sections 1A(e) and 11 of Chapter 75 of the General Laws, to establish the following endowed faculty position at the University of Massachusetts Amherst:

The University Chair in Peace Psychology. (Doc. T02-050)

The next item on the agenda was the **Report of the Development Committee**. Trustee Robert Mahoney reported on some of the difficulties involved with raising private funds this year including: the recession, the tragedy of September 11, leadership transitions on the Amherst and Boston campuses and the negative publicity stemming from the budget cuts.

Trustee Mahoney continued by noting the need to become increasingly aggressive and creative in the way the University raises money in the coming years. Currently, we are planning to have President Bulger along with Chancellor Hogan reach out to 50,000 Lowell alumni.

Trustee Mahoney then highlighted points from this year's fundraising efforts:

- A total of $97.7 million raised in cash, pledges, grants and gifts-in-kind;
- A five year trend for Amherst, overall down, hard cash up;
- The Boston campus is down – cash and pledges both down, research grants up;
- The Dartmouth campus is down in all categories but holding its own;
- The Lowell campus cash is even, pledges are down a little and grants are down;
- The Medical School is up in cash and pledges combined.

In conclusion, the University has raised nearly $480 million from private sources over the last five years.

Chair Mahoney noted the 100 percent participation from the Board members with the President's appeal and reminded the Trustees that this is an "annual" appeal.

Chair Fey then welcomed Chancellor Lombardi from the Amherst campus to his first Board meeting.

Under **Other Business**, Chair Fey introduced the **Department of Defense Exclusion List**. It was moved, seconded, and

VOTED: WHEREAS, current Department of Defense Regulations contain a provision making it mandatory that the Chairman of the Board, the President, the Secretary, and the designated Facility Security Officer meet the personnel clearance requirements established for a contractor's facility clearance; and

WHEREAS, said Department of Defense Regulations permit the exclusion from the personnel clearance requirements of certain members of the Board of Trustees and other officers, provided that this action is recorded in the minutes.

NOW, THEREFORE, BE IT DECLARED that the Chairman of the Board, the President, the Secretary and the designated Facility Security Officer at the present time do possess, or will be processed for, the required security clearance; and

BE IT RESOLVED that in the future, when any individual enters upon any duties as Chairman of the Board, the President, the Secretary or the designated Facility Security Officer, such individual shall immediately make application for the required security clearance; and

BE IT RESOLVED FURTHER that the following members of the Board of Trustees and other officers shall not have, and can be effectively excluded from access to all classified information in the possession of the corporation and do not occupy positions that would enable them to affect adversely policies or practices in the performance of classified contracts for the Department of Defense or the User Agencies of its Industrial Security Program:

NAME	TITLE
Michael J. Agganis	Trustee
Dennis G. Austin	Trustee
Lawrence F. Boyle	Trustee
Heather Dawood	Trustee
Doreen DeFaria	Trustee
Edward A. Dubilo	Trustee
Heriberto Flores	Trustee
Michael T. Foley, M.D.	Trustee
William E. Giblin	Trustee
Charles J. Hoff	Trustee
James J. Karam	Trustee
Rosalyn M. Lankowski	Trustee
James E. Mahoney	Trustee
Robert M. Mahoney	Trustee
Robert McCarthy	Trustee
Diane E. Moes	Trustee
John M. Naughton	Trustee
Karl E. White	Trustee
William A. Powers	Trustee

The next item was the **Governance Committee Report**. Trustee Moes reported that the members of the Governance Committee had lengthy discussions regarding Vice Chairs. It was determined that it would be inconsistent with the notion of unlimited terms to create a succession plan from Vice Chair to Chair because of the unlimited term of the office for Chair. A vice chairmanship that serves in an ambassadorial role is more desirable and helpful to the Chair.

The Committee also agreed that there should be a process for identifying interests of Trustees. There is a great deal of talent on the Board and there should be an effort to explore ways to determine models that would improve the performance of the Board.

It was moved, seconded and

VOTED: To confirm and approve the Officers and Committee Chairs of the Board of Trustees set forth in Doc. T02-042, all to serve until the next annual meeting of the Board.

The next item was **Amendments to the University of Massachusetts Purchasing Policy and Land and Facilities Use Planning Policy**. General Counsel O'Malley reported that the FY2003 state budget, Chapter 184 of the Acts of 2002, Line Item 7000-0200, granted the University the authority to enter into leases of real property without prior approval of the Division of Capital Asset Management and Maintenance (DCAM). The proposed vote would bring the existing University policies in line with this new authorization in a manner that would allow the University to take advantage of the flexibility it offers.

General Counsel O'Malley also noted that long-term leases would still require Board approval. It was moved, seconded and

VOTED: Pursuant to the authority of Chapter 184 of the Acts of 2002 to amend the University of Massachusetts Purchasing Policy, Doc. T92-031, Appendix A, as revised, in Section IV, under Delegation of Purchasing Authority, by striking from subsection (c) the following language: - with specific Board of Trustees and the Division of Capital Planning and Operations (DCPO) approval.

And further,

To amend the University of Massachusetts Land and Facilities Use Planning Policy, Doc. T93-122, as amended,

(1) by striking the second paragraph under **DISPOSITION OF REAL PROPERTY** and inserting in place thereof the following:

When a proposed use involves a long-term lease or transfer of land to a non-University person or organization, final review and approval by the President and Board of Trustees is required in addition to the necessary campus approvals. The President may approve short-term leases of five years or less;

(2) by inserting before the word "lease" in the first line of the third paragraph the following: -- long term;

and (3) by striking from the fourth paragraph the words, "long-term lease or", and replacing the terms Division of Capital Planning and Operations or DCPO wherever they appear with Division of Capital Asset Management and Maintenance or DCAM, respectively.

Chair Fey then asked for a motion to go into **Executive Session** to discuss **Appointments with Tenure, UMASS Amherst, UMASS Lowell and UMASS Worcester** and **Awards of Tenure, UMASS Amherst, UMASS Dartmouth, UMASS Lowell and UMASS Worcester**. She indicated that the Board would not reconvene in open session.

It was moved, seconded and

VOTED: To enter into **Executive Session** to discuss **Appointments with Tenure, UMASS Amherst, UMASS Lowell and UMASS Worcester** and **Awards of Tenure, UMASS Amherst, UMASS Dartmouth, UMASS Lowell and UMASS Worcester**.

Chair Fey voted for the motion as did Vice Chair Giblin; Trustees Austin, Boyle, Dubilo, Flores, Foley, Hoff, Karam, James Mahoney, Robert Mahoney, Moes, Naughton, Powers and White.

The time was 11:07 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

Wednesday, November 6, 2002; 9:15 a.m.
Massachusetts Room
Mullins Center
University of Massachusetts
Amherst, Massachusetts

Trustees Present: Chair Fey; Trustees Austin, Babineau, Briggs, Dawood, DeFaria, Dubilo, Karam, Kennedy, Lankowski, Robert Mahoney, Moes, Powers, Rainey, Sheridan, White and Zane

Trustees Absent: Trustees Agganis, Boyle, Giblin, James Mahoney and McCarthy

University Administration: General Counsel O'Malley; Vice Presidents Botman, Chmura, Gray and Julian; Mr. Wilson, CEO, UMassOnline; Chancellors Lombardi, Gora, MacCormack, Hogan and Lazare

Faculty Representatives: Professor May, UMASS Amherst; Professor O'Connor, UMASS Amherst; Professor Disch, UMASS Boston; Professor Langley, UMASS Dartmouth, Professor Carter, UMASS Lowell, Dr. Cooke, UMASS Worcester

Speakers: Professor Story, President, Massachusetts Society of Professors; Ms. Johnson, President, USA/MTA; Mr. Coish, President, Local 509, SEIU

Chair Fey convened the meeting at 9:12 a.m. and introduced the first item on the agenda for action **Minutes of the Previous Meetings of the Board**.

It was moved, seconded and

VOTED: To approve the minutes of the August 7, 2002 meeting of the Board.

Under the **Chair's Report,** Chair Fey introduced the newest Trustees to the Board, Dr. Timothy Babineau, Chief, GI at the Boston Medical Center; Jacquelyn Briggs, student, UMASS Dartmouth; William Kennedy, former Chief of Staff and Legal Counsel to Massachusetts' Speaker of the House, and Chairman of Nutter McClennen and Fish Law Firm's Public Policy Group; Stacey Rainey, Chief of Staff and Deputy Chief Policy Advisor to the Office of the Governor; Robert Sheridan, President and Chief Operating Officer of the Savings Bank Life Insurance Company; and Ellen Zane, Network President of Partners Health Care System, Inc.

Chair Fey announced the reactivation of the Adopt A Campus program. The program is designed to give Board members an up-close and personal view of the University's campuses. Chair Fey announced that a letter providing further details and Trustee campus assignments will be sent out in the near future.

Chair Fey introduced Trustee Powers who gave the **Student Trustee Report, UMASS Amherst**. Trustee Powers began by welcoming the Trustees to the campus. He reported that the Trustees have the privilege and responsibility of providing an excellent and affordable higher education to the Commonwealth. As a whole, the Board looks to visit the future of the University and to improve the excellence it adds to the Commonwealth. Trustee Powers challenged the Board to make change and progress in the operations of the University to better serve the students and the Commonwealth.

He continued by reporting on a number of academic issues.

- student academic needs;
- PeopleSoft system;
- campus safety;
- regulation of student fees;
- adequate funding of programs.

Trustee Powers then thanked the Trustees for the opportunity to serve on the Board.

Chair Fey announced that three speakers would address the Board concerning contract issues. She introduced Professor Story, President of the Massachusetts Society of Professors.

Professor Story thanked Chair Fey for allowing the speakers to present petitions from across the UMASS System to President Bulger. The multi-campus petitions have been signed by thousands of UMASS employees, students, and friends urging President Bulger to join in the effort to persuade Speaker Finneran to permit a vote to override Governor Swift's veto of the previously approved raises. Professor Story reported that within the UMASS community "bitterness, anger, frustration, and demoralization have been made worse by the sense that our own institutional leaders have failed to act on our behalf."

Ms. Johnson, President, USA/MTA called on the Trustees to work with the campuses to develop ways to address the crisis of a shrinking workforce and escalating demands on staff. She indicated the two important ways to help are funding the contracts and back-filling positions lost to retirement. She reported on the University's responsibility to make UMASS the best institution in the state, to provide adequate resources for students, faculty and staff, and to fight for the contracts.

Mr. Coish, President, Local 509, SEIU reported on the low morale of the campuses due to the current economic crisis, the dissatisfaction with UMASS leadership, and Governor Swift's veto. He then presented President Bulger with the signed petitions.

Chair Fey thanked the speakers for sharing their views on what is a very difficult situation. Although the Board completely supports the funding of the contracts, economic and fiscal forces beyond the University's control are delaying the increases. The Board and President Bulger want to see the contracts funded and will advocate for it.

The next item was the **President's Report**. President Bulger thanked Chair Fey and welcomed the newest Trustees to the Board. The perspective, experience and talent they bring to the Board are highly valuable to the University.

President Bulger thanked Chancellor Lombardi and his staff for their hospitality. He congratulated the campus for winning a $12 million grant to support polymer research. The victory is dramatic evidence of the amazing research activities taking place on the campus. Across Massachusetts there is growing recognition that the University is central to the economy and worthy of public and private support.

President Bulger reported on a panel discussion entitled "Positioning Massachusetts for Recovery." The panel discussion held on October 10th featured leaders of several economic policy groups. Michael Olivieri, a UMass Lowell alumnus, and publisher of the *Boston Business Journal* moderated the panel discussion. Economic leaders agreed that higher education, in the form of both teaching and research, is a cornerstone of the Massachusetts economy and requires smart investment if Massachusetts is to retain its competitive edge.

President Bulger also reported that on October 10th, five leading CEOs of Massachusetts companies: Ray Stata of Analog Devices, Michael Ruettgers of EMC, George Chamillard of Teradyne, Corrinne Johnson of GE Aircraft, and Sam Thier of Partners Health Care, released a letter to the two major gubernatorial candidates advocating for a science and technology-based economic development strategy. Accelerating the development of the UMass system as a leading-edge technology university was among the suggestions in their letter.

President Bulger reported that on October 30th a meeting was held to inform over 100 Massachusetts life sciences industry executives about partnering opportunities available throughout the University. Many executives expressed a desire to engage their companies with the University's scientists. The event received statewide newspaper coverage. Tom Sommer, President of MassMedic, told the Associated Press: "What's coming out of UMass is as high quality as what's coming out of MIT, Harvard, and Worcester Polytechnical." Tom Hubbard of the Massachusetts Technology Collaborative said, UMASS is the "lynchpin of creating new technologies, new jobs, new industries, in different parts of the state. If the future for the Pioneer Valley is to get more life science jobs, UMASS Amherst is it."

President Bulger reported that the University has recently reached some very important science-related milestones. The Intercampus Graduate School of Marine Sciences and Technology officially accepted its first cohort of students this fall. On November 4th President Bulger was joined by Massachusetts Secretary of Environmental Affairs Robert Durand, to announce the creation of the Massachusetts Marine Fisheries Institute. The institute, funded almost entirely with state and federal funds, is a partnership of the Commonwealth's Division of Marine Fisheries and the Intercampus Graduate School of Marine Science and Technology. Its mission will be to protect and manage the state's fisheries, which sustain a $2 billion industry that employs 80,000 people in Massachusetts. The collaboration will provide new and exciting research opportunities for faculty and learning opportunities for students.

President Bulger reported that the commercial ventures and intellectual property program set another record last year by earning nearly $15 million in licensing revenue. The University is now among the top 25 universities in this area. He also reported that the University is off to a good start for the year thanks to higher than projected sales of the new allergy medicine Clarinex, which was developed by Medical School scientists.

President Bulger then addressed the collective bargaining issue. He understands the employees' frustration. But given the existence of a national and regional economic crisis, the Commonwealth has been unable to appropriate the funds needed to fund the contracts. For the Governor and the Legislature, coping with the economic crisis has meant cutting in many areas. President Bulger went on to report that *The Boston Globe* had recently noted more than $500 million in cuts from vital human service programs. The amount of money that has been cut from human service programs only slightly exceeds the entire appropriation the University receives from the state. He noted that many other public universities are facing similar challenges.

President Bulger is confident that the Commonwealth will reward the University when it is able to do so. He is also confident that faculty and staff will continue making the idea of a great university an enduring reality.

Chair Fey introduced the **Consent Agenda**. It was moved, seconded and

VOTED: To accept the following Audit Reports on the Board Consent Agenda:

- **Audits**
  1. University Auditing Activity Report **(Doc. T02-055)**

The next item on the agenda was the **Report of the Committee on Academic and Student Affairs**. Trustee White reported that the Committee met on October 22nd. The Committee heard a discussion on the process of (PMYR) Periodic Multi-Year Review and (AQAD) Academic Quality Assessment and Development. The Committee also heard a discussion on University Outreach.

The next item was **Appointment as Distinguished Professor, UMASS Amherst**. Dr. Young-Mason has been a Fellow of the American Academy of Nursing since 1994, and is nationally and internationally recognized as a leading scholar and researcher of understanding human suffering and the development of the concept of compassion.

It was moved, seconded, and

VOTED: To concur with the President in the appointment of Jeanine Young-Mason as Distinguished Professor at the University of Massachusetts Amherst. **(Doc. T02-059)**

Trustee White reported that the remaining action items will be addressed in Executive Session.

The next item on the agenda was the report of the **Committee on Administration, Finance and Audit**. Trustee Dubilo reported that the Committee met on October 24th. The Committee heard a discussion on the Financial Investment Report from last year, and the current Operating Budget. The Committee also received a report on the status of Student Financial Aid, and an update on the University's Auditing Activities.

The first item for action was **Fiscal Year 2002 University Financial Report**.

It was moved, seconded and

VOTED: To accept the following report:

The FY2002 University Financial Report, as contained in Doc. T02-062.

The next item was **Fiscal Year 2002 Treasurer's Investment Report**.

It was moved, seconded, and

VOTED: To accept the following report:

The FY2002 Treasurer's Investment Report, as contained in Doc. T02-063.

The next item was **Fiscal Year 2003 University Operating Budget**.

It was moved, seconded, and

VOTED: To accept the following report:

The FY2003 University Operating Budget, as contained in Doc. T02-064.

The next item for action was **Fiscal Year 2004 Student Housing Rent and Food Service Charges**. Trustee Briggs referred the Board to a letter from a student senator on the Dartmouth campus opposing an increase in fees. Trustee Briggs understands the need for increasing fees but expressed her disappointment with the urgency of the matter. She suggested that the Board work closely together to openly communicate with the campuses and the students.

It was moved, seconded and

VOTED: In accordance with Section 1A of Chapter 75 of the General Laws and T92-031 (Appendix E), to authorize the President to approve, no later than March 31, 2003, final student housing rent and food service charges providing that total charge to undergraduate Massachusetts resident students shall not exceed the average rates as outlined below for academic year 2003-2004 (Fiscal year 2004):

FY2004
Average Student Housing Rent & Food Service Charges

	Amherst	Dartmouth	Lowell
Undergraduate (Mass. Resident)	$5,748	$7,260	$5,604

And further, to authorize the President to approve, no later than March 31, 2003, the full schedule of rent and food service charges for all other classifications of students, room options and meal plans for academic year 2003-2004 (fiscal year 2004). **(Doc. T02-065)**

The next item was **Fiscal Year 2004 State Budget Request Authorization**.

It was moved, seconded, and

VOTED: To authorize the President to prepare and submit the Fiscal Year 2004 State Appropriation request. (**Doc. T02-067)**

The next item was **Non-Resident Tuition and Fees, UMASS Worcester**. Professor O'Connor asked if the fees will affect the overall enrollment of the 100 freshmen students in the program. Chancellor Lazare reported that this is an addition of the Graduate School of Biomedical Science and students will not be affected.

It was moved, seconded, and

VOTED: In accordance with Section 1A of Chapter 75 of the General Laws, to establish and approve the following tuition rate and mandatory fee rate for non-resident students in the PhD-MD program in the Graduate School of Biomedical Sciences at the University of Massachusetts Worcester for academic year 2003-2004:

	Tuition	Mandatory Fees	Total Student Charges
PhD-MD Program, Graduate School Biomedical Science (non-resident)	$9,856	$25,144	$35,000

And further, to authorize the President to approve applicable guidelines and procedures pursuant to T96-129, Policy on Tuition Waivers. (**Doc. T02-068)**

The next item was **Declaration of Official Intent Relative to the Financing of Three Projects at the Boston Campus: Acquisition and Installation of Chillers; Wiring and Rewiring of the Campus; and Design, Acquisition and Installation of Furniture and Equipment for the Boston Campus Center**.

It was moved, seconded, and

VOTED: That the University reasonably expects to incur debt to reimburse expenditures, including expenditures made within the last 60 days, temporarily advanced from internal funds or internal loans for the following Boston campus projects: acquisition and installation of chillers, the maximum principal amount of debt expected to be issued for such project, including for reimbursement purposes, being $2,000,000; design,

development, acquisition and installation costs related to a general wiring and rewiring of the Boston campus and affiliated locations for integrated voice, data and multimedia communications, the maximum principal amount of debt expected to be issued for such project, including for reimbursement purposes, being $6,000,000; design, acquisition and installation of furniture and equipment for the Boston Campus Center, the maximum principal amount of debt expected to be issued for such project, including for reimbursement purposes, being $6,000,000. (**Doc. T02-069)**

The next item was the report of the **Athletic Committee**. Trustee Moes reported that the Committee met on October 24th. She reported that Trustee Briggs is on the Committee, and is a student athlete. The Committee heard a discussion on the campuses' athletic programs. The Committee also heard a report on NCAA compliance from Betsy Mosher of the Amherst campus. She hopes Trustees will have an opportunity to read the compliance report on "zero tolerance." Trustee Moes also reported that the University needs to find ways of generating revenue for the athletic programs.

The next item was the report of the **Development Committee**. Trustee Mahoney referred Board members to a two-page report on University fundraising. Trustee Mahoney reported on fundraising goals for FY2002 and FY2003. The 2002 fundraising support from cash and grants was slightly down from last year. To date, 14% of the goal has been met.

Trustee Mahoney reported that despite disappointments, fundraising efforts have resulted in a $140 million endowment. An Investment Committee has been created, and will be chaired by Roy Zuckerburg, former Vice Chairman of Gold & Sachs.

Trustee Mahoney reported that the first annual President's Appeal was a success. He announced that he is seeking 100% Trustee participation for the second annual President's Appeal.

Under **Other Business**, Chair Fey introduced the **Department of Defense Exclusion List**. General Counsel O'Malley reported that the vote clarifies Department of Defense regulations.

It was moved, seconded, and

VOTED: WHEREAS, current Department of Defense Regulations contain a provision making it mandatory that the Chairman of the Board, the President, the Secretary, and the designated Facility Security Officer meet the personnel clearance requirements established for a contractor's facility clearance; and

WHEREAS, said Department of Defense Regulations permit the exclusion from the personnel clearance requirements of certain members of the Board of Trustees and other officers, provided that this action is recorded in the minutes.

NOW, THEREFORE, BE IT DECLARED that the Chairman of the Board, the President, the Secretary and the designated Facility Security Officer at the present time do possess, or will be processed for, the required security clearance; and

BE IT RESOLVED that in the future, when any individual enters upon any duties as Chairman of the Board, the President, the Secretary or the designated Facility Security Officer, such individual shall immediately make application for the required security clearance; and

BE IT RESOLVED FURTHER that the following members of the Board of Trustees and other officers shall not have, and can be effectively excluded from access to all classified information in the possession of the corporation and do not occupy positions that would enable them to affect adversely policies or practices in the performance of classified contracts for the Department of Defense or the User Agencies of its Industrial Security Program:

NAME	**TITLE**
Michael J. Agganis	Trustee
Dennis G. Austin	Trustee
Timothy J. Babineau	Trustee
Lawrence F. Boyle	Trustee
Jacquelyn E. Briggs	Trustee
Heather Dawood	Trustee
Doreen DeFaria	Trustee
Edward A. Dubilo	Trustee
William E. Giblin	Trustee
James J. Karam	Trustee
William F. Kennedy	Trustee
Rosalyn M. Lankowski	Trustee
James E. Mahoney	Trustee
Robert M. Mahoney	Trustee
Robert McCarthy	Trustee
Diane E. Moes	Trustee
William A. Powers	Trustee
Stacey Rainey	Trustee

Robert K. Sheridan	Trustee
Karl E. White	Trustee
Ellen M. Zane	Trustee

The next item was an added item to the agenda, **Alcohol Policy, UMASS Amherst**. General Counsel O'Malley reported that Chancellor Lombardi is seeking Board approval to amend the policy. The current policy excludes alcoholic beverages at outside events at the Amherst campus. The amended policy would give Chancellor Lombardi the authority to make exceptions deemed appropriate at certain events.

It was moved, seconded, and

VOTED: To approve the following amendment to the Alcoholic Beverages Policy for the Amherst campus:

Section II, H.

By adding the line "(*except with the approval of the Chancellor*)". **(Doc. T93-116, as amended)**

Chair Fey then announced that the Board would enter into **Executive Session** to discuss **Appointment with Tenure, UMASS Amherst, Award of Tenure, UMASS Amherst** and **Honorary Degrees**. She indicated that the Board would not reconvene in open session.

It was moved, seconded and

VOTED: To enter into **Executive Session** to discuss **Appointment with Tenure, UMASS Amherst, Award of Tenure, UMASS Amherst** and **Honorary Degrees**.

Chair Fey voted for the motion as did Trustees Austin, Babineau, DeFaria, Dubilo, Karam, Kennedy, Robert Mahoney, Moes, Powers, Rainey, Sheridan, White and Zane

The time was 10:18 a.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Tuesday, January 22, 2002; 8:00 a.m.
Board Room
One Beacon Street - 26th Floor
University of Massachusetts
Boston, Massachusetts

Committee Members Present: Chair White; Trustees Karahalis, Laubinger, Lewenberg, Leonor and Mihos (arrived late)

Committee Members Absent: Trustees Bogan, Flores, Foley, Giblin, Kumar and Mahoney

University Administration: President Bulger; Mr. O'Malley, General Counsel; Vice Presidents Botman, Chmura, Gray and Lenhardt; Mr. Wilson, CEO, UMassOnline; Ms. Layton, Associate Vice President; Chancellors Williams, Gora and MacCormack; Provosts Seymour, MacEwan, Curry and Wagner; Vice Chancellor Scheid, UMASS Worcester; Dean Slakey, Commonwealth Honors Program; Dean Sugumaran, UMASS Boston; Dean Panofsky, UMASS Dartmouth; Dean Hojnacki, UMASS Lowell; Dean Vedula, UMASS Lowell; Dean Stecchi, UMASS Lowell; Dean Miller, UMASS Worcester; Ms. McAlpine, University Honors Program, UMASS Boston; Ms. Habicht, University Honors Program, UMASS Dartmouth; Ms. Dubrovsky, Commonwealth College, Class of 2004; Mr. Littlefield, UMASS Amherst Honors Program, Class of 1999

Faculty Representatives: Professor O'Connor, UMASS Amherst; Professor Langley, UMASS Dartmouth, Professor Carter, UMASS Lowell

Chair White convened the meeting at 8:05 a.m. and introduced the first item on the agenda **Consideration of Minutes of the Prior Meeting of the Committee**.

It was moved, seconded and

VOTED: To approve the minutes of the October 23, 2001 meeting of the Committee.

The next item was the **President's Report**. President Bulger began by reporting on the importance of Honors Education at the University. He acknowledged the students for their hard work in Commonwealth College and faculty for their support.

President Bulger reported on the masters and doctorate degree in Biomedical Engineering and Biotechnology. The degree is a four-campus interdisciplinary degree that allows the University to serve its students better. It also helps the University in becoming indispensable to the State by providing its students with education and training that Massachusetts recognizes.

The degree represents the best in intercampus collaboration for the University. President Bulger reminded the Committee of the establishment of the Intercampus Graduate School of Marine Science and Technology that was established by the Board of Trustees in February, 2000.

President Bulger informed the Committee that faculty from the five campuses in collaboration with the Brudnick Institute and the Shriver Center associated with UMASS Worcester are planning a Second Annual System-wide Conference to promote greater intercampus collaboration in the field of neurosciences.

President Bulger reported that faculty interested in environmental affairs are in the beginning stages of a project linking together sociologists, economists, scientists, medical doctors, clinical scientists and others. He reported that as with other cross-campus efforts, Vice President Botman is facilitating the project's collaboration.

President Bulger encouraged faculty and administrators to continue their work across the campuses. He indicated that the President's Office is eager to support their efforts.

The next item was the **Vice President's Report**. Vice President Botman reported on the Early Retirement Incentive Program for State employees. Faculty and staff of the University who decide to take advantage of the program must file an application with the State Retirement Board by February 15, 2002.

Vice President Botman introduced the discussion item **Honors Education at the University of Massachusetts**. Vice President Botman introduced Dean Slakey, Commonwealth Honors Program, UMASS Amherst; Mr. Littlefield, UMASS Amherst Honors Program, Class of 1999 and Ms. Dubrovsky, Commonwealth College, Class of 2004. Dean Slakey provided the Committee with information on Commonwealth College and the Commonwealth Honors Program.

Dean Slakey began by providing the Committee with definitions for Commonwealth College and the Commonwealth Honors Program. "Commonwealth College is the Honors College for the Commonwealth of Massachusetts and is located at UMASS Amherst. The Commonwealth Honors Program represents the consortium of honors programs represented in the 28 campuses of the public higher education system in Massachusetts."

Dean Slakey then reported on Commonwealth College and the Honors Program. The highlights included:

- Commonwealth College - a spectacular and successful marketing tool for UMASS;
- Where Commonwealth College stands nationally;
- Overview of the Commonwealth Honors Program;
- Goals for students while in the program;
- The challenge of creating an effective community within the program.

Ms. Dubrovsky, Class of 2004, briefed the Committee on her positive experience with Commonwealth College.

Mr. Littlefield, Class of 1999, briefed the Committee on his experience in the UMASS Amherst Honors Program and how it has served him in the workforce since graduating.

Dean Slakey introduced Ms. McAlpine, Director of the University Honors Program, UMASS Boston; and Ms. Habicht, Director of the University Honors Program, UMASS Dartmouth.

Professor O'Connor of the Amherst campus informed the Committee of his involvement with the program. He indicated that it is an excellent program.

There was then a discussion on honors education at the University. Some of the issues raised included:

- Integration of programs;
- Recruitment – diversity and student intake;
- Intellectual stimulation – student/professor relationships;
- Student perspective – what UMASS needs to know/how can UMASS be more supportive of the program.

Ms. McAlpine of the Boston campus briefed the Committee on the level of attention and institutional awareness that came with the establishment of the Honors Program and the program's impact on the Boston campus.

Ms. Habicht of the Dartmouth campus briefed the Committee on the impact of the Honors Program on the Dartmouth campus.

Chair White thanked the participants.

Vice President Botman introduced the first item for action **M.S. and Ph.D. in Biomedical Engineering and Biotechnology, UMASS Boston, Dartmouth, Lowell, Worcester**. She indicated that the Graduate Deans would engage the Committee in a discussion about the degrees.

Associate Vice President Layton provided the Committee with an overview of the process for reviewing and approving degrees. She briefed the Committee on the M.S. and Ph.D. in Biomedical Engineering and Biotechnology. She then introduced Dean Hojnacki, UMASS Lowell; Dean Panofsky, UMASS Dartmouth; Dean Sugumaran, UMASS Boston; and Dean Miller, UMASS Worcester.

Dean Hojnacki of the Lowell campus thanked President Bulger for his continued support throughout the years and acknowledged Vice President Botman and Associate Vice President Layton for their involvement with the program. He thanked the Chancellors and the Provosts for their support and commitment. Dean Hojnacki then provided the Committee with a brief summary of the M.S. and Ph.D. program in Biomedical Engineering and Biotechnology.

Dean Miller of the Worcester campus provided the Committee with an overview of the program for the Worcester campus.

Dean Sugumaran of the Boston campus provided the Committee with an overview of the program for the Boston campus.

Dean Panofsky of the Dartmouth campus provided the Committee with an overview of the program for the Dartmouth campus.

Vice President Chmura briefed the Committee on the potential of the program.

There was then a short question and answer period.

Chair White applauded the efforts of Vice President Botman and Associate Vice President Layton.

It was enthusiastically moved, seconded and

VOTED: To recommend that the Board take the following action:

> To approve the M.S. and Ph.D. in Biomedical Engineering and Biotechnology to be offered jointly by the University of Massachusetts Boston, Dartmouth, Lowell and Worcester, as contained in Doc. T02-008.

The next item was **B.S.E. in Computer Engineering, UMASS Lowell**. Associate Vice President Layton introduced Dean Krishna Vedula of the College of Engineering, UMASS Lowell. The proposal of the B.S.E. in Computer Engineering essentially turns an existing computing track within the B.S.E. in Electrical Engineering into a separately identified Bachelor's degree program.

Dean Vedula of the Lowell campus briefed the Committee on the B.S.E. in Computer Engineering. He indicated that there is a need and a strong student demand for the program.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To approve the B.S.E. in Computer Engineering at the University of Massachusetts Lowell as contained in Doc. T02-009.

The next item for action was **Doctor of Physical Therapy (D.P.T.), UMASS Lowell**. Associate Vice President Layton introduced Dean Janice Stecchi of the College of Health Professions. She reported that the proposal represented an approval to convert an existing M.S. in Physical Therapy to a Doctor of Physical Therapy degree. The degree is intended to keep pace with changing requirements in the field. She informed the Committee that UMASS Lowell offers the only Physical Therapy program in all of public higher education in Massachusetts.

Dean Stecchi of the Lowell campus briefed the Committee on the Doctor of Physical Therapy degree.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To approve the conversion of the M.S. in Physical Therapy to a Doctor of Physical Therapy (D.P.T.) as contained in Doc. T02-010.

The next item for action was **Appointments to Named Professorships, UMASS Amherst**. Provost Seymour reported that the candidates were carefully reviewed and the recommendation of the candidates was unanimous. She indicated her full support of the nominations for Named Professorships.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To concur with the President in the appointment of Raymond S. Bradley as Distinguished Professor at the University of Massachusetts Amherst.

And further, to concur with the President in the appointment of Donald Geman as Distinguished Professor at the University of Massachusetts Amherst.

And further, to concur with the President in the appointment of David J. McLaughlin as the Armstrong Professional Development Professor at the University of Massachusetts Amherst. (Doc. T02-011)

Chair White then announced that the Committee would enter into **Executive Session** to consider **Appointment with Tenure, UMASS Lowell** and **Award of Tenure, UMASS Worcester**. He indicated that the Committee would not reconvene in open session.

It was moved, seconded and

VOTED: To enter into **Executive Session** for the purpose of considering **Appointment with Tenure, UMASS Lowell** and **Award of Tenure, UMASS Worcester**.

Chair White voted for the motion as did Trustees Leonor, Lewenberg and Mihos. The time was 9:55 a.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Tuesday, April 23, 2002; 8:00 a.m.
Board Room
One Beacon Street - 26th Floor
University of Massachusetts
Boston, Massachusetts

Committee Members Present: Chair White; Trustees Austin, Giblin, Karahalis, Leonor and James Mahoney

Committee Members Absent: Trustees Flores, Foley, Laubinger, Kumar and Mihos

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Botman, Chmura, Gray, Julian and Lenhardt; Ms. Layton, Associate Vice President; Mr. Wilson, CEO, UMassOnline; Chancellors Williams, Gora and MacCormack; Provosts Seymour, MacEwan, Curry and Wagner; Vice Chancellor Scheid, UMASS Worcester

Faculty Representatives: Professor O'Connor, UMASS Amherst; Professor May, UMASS Amherst; Professor Disch, UMASS Boston; Professor Carter, UMASS Lowell; Dr. Singer, UMASS Worcester

Student Senators, UMASS Dartmouth: Ms. Nickerson, College of Nursing; Ms. Morse, College of Visual and Performing Arts; Ms. Briggs, class of 2003; and Mr. Griusti, The Torch, campus newspaper

Chair White convened the meeting at 8:15 a.m. and introduced the first item on the agenda **Consideration of Minutes of the Prior Meeting of the Committee**.

It was moved, seconded and

VOTED: To approve the minutes of the January 22, 2002 meeting of the Committee.

The next item was the **President's Report**. President Bulger began by reporting that the University continues to be recognized for its good work. The Worcester campus has again been honored as one of the very best medical schools in the nation by *U.S. News and World Report*. It is ranked 5th among 125 medical schools in the increasingly competitive "Primary Care" schools category, and number one on the East Coast. For the fourth straight year, the Worcester campus has earned a top 50 ranking in the overall list of medical schools, sharing the 48th place with Jefferson Medical College of Pennsylvania. President Bulger congratulated the Worcester

campus for making the Medical School stand out as a prime example of an excellent education at the University.

President Bulger reported that last month UMASS Amherst's athletic program was ranked as one of the 20 best in the nation by *U.S. News and World Report*. President Bulger applauded the student athletes for their performance on the fields and in the classroom. He commended the coaches for their guidance.

President Bulger reported on the status of the University Scholars program. The program remains attractive to the best and brightest high school seniors across Massachusetts. High school headmasters throughout the Commonwealth nominated three hundred and twenty-one high school seniors. Two hundred and fifty-one of those students have applied to the University. President Bulger then extended an invitation to all present to attend the Fifth Annual University Scholars Awards Ceremony and Reception on May 29, 2002 to be held at the State House.

President Bulger then reported that Mary Grant, Chief Academic Officer and Deputy CEO for UMassOnline, has been appointed President of the Massachusetts College of Liberal Arts in North Adams, Massachusetts. He congratulated Ms. Grant and wished her well.

The next item was the **Vice President's Report**. Vice President Botman began by reporting on the three degrees approved by the Board of Higher Education at its recent meeting. Masters and Ph.D. degree in Biomedical Engineering and Biotechnology, UMASS Boston, Dartmouth, Lowell and Worcester; bachelor's of science in engineering in Computer Engineering, UMASS Lowell; and the conversion of the masters in Physical Therapy to a doctorate in Physical Therapy degree, UMASS Lowell.

Vice President Botman announced that the Performance Measurement System would be discussed at the April 30th Committee of the Whole meeting. The Committee will be provided with a presentation on the Academic and Financial Indicators.

Vice President Botman informed the Committee that copies of the student profile were available and could be obtained from her office. The profile helps the University to understand who its students are, and helps in attracting students over time.

Vice President Botman reported that the Committee would be voting on a tenure case for Dr. Paul Fonteyn who has been appointed Provost and Vice Chancellor for Academic Affairs at the Boston campus. Vice President Botman and Chancellor Gora thanked Interim Provost MacEwan for his powerful role on the Boston campus.

Chair White then welcomed the newest member to the Committee, Trustee Dennis Austin, Director, State Government Relations for Raytheon Company in Lexington.

Chair White introduced the first discussion item **Faculty Recruitment and Retention**. Vice President Botman reminded the Committee that faculty form the core of higher education institutions. The University continues to search for outstanding faculty who will make significant contributions in teaching, research, creative activity, and service. The world of higher education has changed over the last 20 years all across the United States. There are fewer tenured-track and tenured positions in many fields, especially in the special sciences and the humanities.

Vice President Botman reported on the differences between tenured track and non-tenured track faculty. The composition of the University's faculty has changed during the last decade. The percentage of faculty with tenure or on tenure track has declined. System-wide, the number of tenured faculty has declined by 234, a 12% decrease. Full-time non-tenure track faculty increased by 87, or 56%. Part-time faculty has increased by 64 FTE, or 26%.

Vice President Botman reported that the University currently faces significant challenges due to the large number of faculty retiring in June. As many as 340 full-time faculty members may retire by the end of the academic year as a result of the Early Retirement Program. Final numbers of faculty retiring will be available after the June 15th deadline. Vice President Botman estimated that 10-15% of the tenured faculty will retire at the end of the academic year. Typically 2 to 3% of the tenured faculty retire annually.

Vice President Botman then introduced Provost Wagner, UMASS Lowell; Provost MacEwan, UMASS Boston; Provost Curry, UMASS Dartmouth; Provost Seymour, UMASS Amherst; and Vice Chancellor Scheid UMASS Worcester to lead the Committee in a discussion on faculty recruitment and retention.

Provost Wagner reported on how the Lowell campus sets priorities in recruiting faculty. He reported that instructional demand and strategic hiring are paramount in determining the assignments of faculty.

Provost Seymour reported on how the recruitment process works on the Amherst campus.

Provost MacEwan reported on faculty retention strategies on the Boston campus. A number of mechanisms have been developed to try and encourage teaching activity on campus. He informed the Committee that the Boston campus is examining the issue of why junior faculty of color leave the University at a higher rate than junior faculty in general.

Provost Curry reported on the impact of the Early Retirement Program on the Dartmouth campus.

Vice Chancellor Scheid reported on alternative funding strategies for faculty on the Worcester campus.

There was then a brief discussion on the use of exit interviews for faculty with departing. Chair White encouraged the Provosts and Chancellors to incorporate exit interviews as part of the process and thanked the participants.

Chair White introduced the next discussion item, **Making Ways to Green the Concrete Campus**. Trustee Leonor requested a five-minute recess.

Chair White announced that the Committee would break for five minutes. The time was 9:28 a.m.

The Committee reconvened at 9:35 a.m.

Trustee Leonor introduced the student senators from the Dartmouth campus. Ms. Nickerson, College of Nursing; Ms. Morse, College of Visual and Performing Arts; Ms. Briggs, class of 2003; and Mr. Griusti, The Torch, campus newspaper. He stated that the Committee will hear a presentation on recycling initiatives. The purpose of the presentation is to introduce to the Committee the importance of campus recycling.

Ms. Nickerson provided the Committee with an overview of the current recycling initiative and current projects.

Ms. Morse reported on the structure and implementation of the recycling program on the Dartmouth campus.

Chancellor MacCormack applauded the students for their efforts. Chancellor Williams offered her campus'expertise to the students on the recycling program.

Chair White introduced the first item for action **Policy on Research Professorships, UMASS Boston**. Provost MacEwan reported on the purpose of the policy. The Boston campus will hire a small number of faculty whose primary responsibility is to conduct research. Their salaries will be entirely funded by grants and contracts, and the appointments will not be on a tenure track.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To concur with the President and the Chancellor to approve the Policy on Research Professorships at the University of Massachusetts Boston as contained in Doc. T02-024, pursuant to Section 4.11 of Doc. T76-081.

The next item for action was **Tenure Definition, UMASS Worcester**. Vice Chancellor Scheid reported that the policy has been approved by the Faculty Council and the Executive Council. The policy reduces the academic salary of faculty if they are unable to sustain a reasonable level of productivity for four years. Dr. Singer, UMASS Worcester, suggested that the adoption of this policy would lead to changes in the faculty governance process at UMASS Worcester.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To approve the Tenure Definition for the Worcester campus as contained in Doc. T02-032.

The next item was **Revisions to Code of Student Conduct and Alcohol and Drug Policy, UMASS Lowell**. Provost Wagner provided the Committee with an explanation of the revisions to the policy.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To approve the revisions to the Lowell Code of Conduct as contained in Doc. T94-059, as amended.

And further,

To approve the revisions to the Lowell Alcohol and Drug Policy as contained in Doc. T93-116, as amended (included as Appendix B in the Lowell Student Code of conduct).

The next item was **Appointments to Named Professorships, UMASS Worcester**. Vice Chancellor Scheid reported on the candidates. Dr. Matthews is the new Chair in the department of Biochemistry and Molecular Pharmacology; Dr. Davis is one of the Medical School's Hughes Fellows and one of the most cited individuals in the country; and Dr. Green is the Director of the Program in Molecular Medicine.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To concur with the President in the appointment of C. Robert Matthews to the Arthur F. and Helen P. Koskinas Professorship in Biochemistry and Molecular Pharmacology at the University of Massachusetts Worcester;

And further,

To concur with the President in the appointment of Roger J. Davis to the H. Arthur Smith Chair for Cancer Research at the University of Massachusetts of Worcester.

And further,

To concur with the President in the appointment of Michael R. Green to the Lambi and Sara Adams Chair in Genetics at the University of Massachusetts Worcester. (Doc. T02-025)

Chair White then announced that the Committee would enter into **Executive Session** to consider **Awards of Tenure, UMASS Amherst, UMASS Boston** and **Appointment with Tenure, UMASS Boston**. He indicated that the Committee would not reconvene in open session.

It was moved, seconded and

VOTED: To enter into **Executive Session** for the purpose of considering **Awards of Tenure, UMASS Amherst, UMASS Boston** and **Appointment with Tenure, UMASS Boston**.

Chair White voted for the motion as did Trustees Austin, Giblin, Leonor and James Mahoney. The time was 10:20 a.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Tuesday, July 23, 2002; 8:00 a.m.
Board Room
One Beacon Street - 26th Floor
University of Massachusetts
Boston, Massachusetts

Committee Members Present: Chair White; Trustees Boyle, Giblin, Lankowski and Powers

Committee Members Absent: Trustees Austin, Flores, Foley and James Mahoney

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Botman, Chmura, Gray, Julian and Lenhardt; Ms. Layton, Associate Vice President; Mr. Wilson, CEO, UMassOnline; Chancellors Lombardi, MacCormack and Lazare; Provosts Seymour, Langley, Curry and Wagner; Vice Chancellor Scheid, UMASS Worcester

Faculty Representatives: Professor O'Connor, UMASS Amherst; Professor Langley, UMASS Dartmouth

Student Representatives: Mr. Correia, UMASS Boston; Ms. Briggs, UMASS Dartmouth; Mr. Harrison; UMASS Lowell; Mr. Soknich, UMASS Lowell

Chair White convened the meeting at 8:04 a.m. and introduced the first item on the agenda **Consideration of Minutes of the Prior Meeting of the Committee**.

It was moved, seconded and

VOTED: To approve the minutes of the April 23, 2002 meeting of the Committee.

Chair White then welcomed the newest member to the Committee, Trustee Lawrence Boyle.

The next item was the **President's Report**. President Bulger began by welcoming the new Chancellor for the Amherst campus, Dr. John Lombardi. He reported that the Aaron Lazare Medical Research Building on the Worcester campus was dedicated on June 13. President Bulger expressed his gratitude to Jack and Shelly Blais for their generous gift of $21 million.

President Bulger then reported that 130 individuals were in attendance at the Second Annual Five-campus Neuroscience Conference held on June 3rd on the Amherst campus. He also reported on the Fifth Annual University Scholars Ceremony and Reception that was held on May 29. One hundred and six University Scholars will attend the University in the fall.

Chair White then welcomed the newest student Trustees to the Committee, Rosalyn Lankowski, UMASS Lowell and William Powers, UMASS Amherst.

The next item was the **Vice President's Report**. Vice President Botman began by introducing Winston Langley, Acting Provost for the Boston campus. Vice President Botman reported on the final figures for the Early Retirement Program. A total of 277 faculty members retired in 2002, which is 16% of the tenured faculty and 12% of the full-time faculty. Fifteen and a half percent of the full-time faculty retired at UMASS Boston, 14.5% at UMASS Lowell, 10.1% at UMASS Dartmouth, and 9.4% at UMASS Amherst. The size of the tenured faculty at the University is expected to be 1,495 for the fall. Vice President Botman then reported on the creation of two groups consisting of faculty and staff to discuss collaboration across the campuses to ensure that the University can cover the necessary courses.

Vice President Botman introduced the discussion item, **The Student Experience**. Vice President Botman expressed her excitement for the topic and thanked the students for taking time out of their busy schedules to participate in the discussion. The purpose is to find out "who the students are" at UMASS. Edward Correia, UMASS Boston; Jacqueline Briggs, UMASS Dartmouth; John Harrison; UMASS Lowell; and William Soknich, UMASS Lowell will lead the Committee in a discussion by first providing a brief profile, including, but not limited to:

- Where they are from;
- What "year" they are in;
- What campus they are from;
- Are they transfer students;
- What their major is;
- Whether they are full or part-time students;
- Where they live;
- How old they are;
- If and where they work, and for how many hours.

Chair White asked the student Trustees to take part in the discussion. Trustees Powers and Lankowski provided the Committee with a brief profile.

There was then a discussion around several themes:

- How UMASS fits into the students' plans for life;
- Why they chose UMASS;
- How they manage their time;
- What are the major demands on their time;
- What are the biggest challenges they face while completing the degree;
- How long will it take to complete the degree;
- The use of online courses;

- Interacting with dissatisfied students;
- Student messages/issues of concern for the President, Trustees and Administration.

Some of the challenges and issues of concern included:

- time management is one of the biggest challenges students are faced with;
- dissatisfied students at UMASS Amherst are overwhelmed by the size of the campus;
- students need proper counseling - there's a lack of communication and understanding of needs between students and faculty;
- there are concerns about students not taking advantage of campus resources, and finding ways to improve resource accessibility to students;
- students are concerned about loss of courses at UMASS Dartmouth and the difficulty in replacing faculty due to the early retirement program;
- there are concerns about a lack of student representation for UMassOnline students;
- College of Management students are concerned about the loss of the resource library at UMASS Boston.

Chair White thanked the students for addressing the Committee.

The first item for action was **Chair, Department of Anesthesiology, UMASS Worcester**. Chancellor Lazare reported that this was a one-time administrative request from the Medical School to appoint an internal candidate as chair of the department.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To grant Aaron Lazare, Dean, University of Massachusetts Medical School authority on a one-time basis, to appoint Dr. Stephen O. Heard as Chair of the Department of Anesthesiology, effective July 15, 2002, notwithstanding any contrary provision in Doc. T79-042B.

Chair White then announced that the Committee would enter into **Executive Session** to consider **Appointments with Tenure, UMASS Amherst, UMASS Lowell, UMASS Worcester** and **Awards with Tenure, UMASS Amherst, UMASS Dartmouth, UMASS Lowell, UMASS Worcester**. He indicated that the Committee would not reconvene in open session.

Committee on Academic and Student Affairs
July 23, 2002

It was moved, seconded and

VOTED: To enter into **Executive Session** for the purpose of considering **Appointments with Tenure, UMASS Amherst, UMASS Lowell, UMASS Worcester** and **Awards with Tenure, UMASS Amherst, UMASS Dartmouth, UMASS Lowell, UMASS Worcester**.

Chair White voted for the motion as did Trustees Boyle, Giblin and Powers. The time was 9:11 a.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Tuesday, October 22, 2002; 8:00 a.m.
Board Room
One Beacon Street - 26th Floor
University of Massachusetts
Boston, Massachusetts

Committee Members Present: Chair White; Trustees Austin, Briggs, Giblin, Kennedy, Mahoney, Powers and Sheridan

Other Trustees: Chair Fey

Committee Members Absent: Trustees Boyle and Lankowski

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Botman, Chmura and Gray; Ms. Layton, Associate Vice President; Chancellors Lombardi, Gora and MacCormack; Provosts Seymour, Fonteyn, Curry and Wagner; Vice Chancellor Scheid, UMASS Worcester

Faculty Representatives: Professor May, UMASS Amherst; Professor Disch, UMASS Boston; Professor Langley, UMASS Dartmouth; Professor Carter, UMASS Lowell

Guests: Joan Becker, Associate Vice Provost for Academic Support Services, UMASS Boston; John Mullin, Vice Chancellor for University Outreach, UMASS Amherst; Paul Vigeant, Associate Vice Chancellor for Economic Development, UMASS Dartmouth; Donn Clark, Professor of Electrical and Computer Engineering, UMASS Lowell.

Chair White convened the meeting at 8:07 a.m. and introduced the first item on the agenda **Consideration of Minutes of the Prior Meeting of the Committee**.

It was moved, seconded and

VOTED: To approve the minutes of the July 23, 2002 meeting of the Committee.

The next item was the **President's Report**. President Bulger began by welcoming the new Trustees, Jacquelyn Briggs, student, UMASS Dartmouth; William Kennedy, Nutter McClennen & Fish law firm; and Robert Sheridan, Savings Bank Life Insurance. The perspective and skill they bring to the Committee and the Board will be highly valuable to the efforts to advance the cause of the University.

Committee on Academic and Student Affairs
October 22, 2002

President Bulger reported on the quality of life on the campuses and the University's contribution to the excellent quality of life throughout the Commonwealth. The $15 million UMASS Lowell Campus Recreation Center had its official opening in September. The new facility dramatically improves the quality of life on the Lowell campus, and allows students to have a more well-rounded college experience. President Bulger and Chancellor Hogan invite the Trustees to view the new facility.

President Bulger reported that UMASS Dartmouth opened its new residence hall at the beginning of the fall. The Dartmouth campus can now satisfy increasing student demand for a residential college experience and continue to enroll a high quality student population.

President Bulger reported that the teaching and research talent present on the five campuses is playing a major role in sustaining the quality of life throughout Massachusetts. He reported that on October 8th, Governor Swift joined him in the President's Office for the purpose of announcing the release of the Massachusetts Department of Economic Development's economic framework for the Commonwealth entitled "Toward a New Prosperity." The report was created under the guidance of the Donahue Institute and is based on the outstanding research and analysis of the faculty members on the Amherst, Boston, Dartmouth and Lowell campuses. The announcement was also transmitted via teleconference equipment to the Dartmouth and Lowell campuses, as well as the I-495 center in Westborough and the information technology hub in Hadley. The full report, as well as a video of the press conference, can be viewed on the University's website: www.massachusetts.edu.

President Bulger reported that on October 10th he hosted a panel discussion featuring the leaders of several economic policy groups, including the Massachusetts Taxpayers Foundation, MassInc, Mass Insight, the Massachusetts Technology Collaborative, and the Donahue Institute. The panel discussion, entitled "Positioning Massachusetts for Recovery," was moderated by Michael Olivieri, a UMass Lowell alumnus, who is now the publisher of the *Boston Business Journal*. On the same day, five leading CEOs of Massachusetts companies: Ray Stata of Analog Devices, Michael Ruettgers of EMC, George Chamillard of Teradyne, Corrinne Johnson of GE Aircraft, and Sam Thier of Partners Health Care released a letter to the two major gubernatorial candidates advocating for a science and technology-based economic development strategy. To "accelerate the development of the UMASS system as a leading-edge technology university" is among the suggestions in the letter. A few days earlier Ray Stata of Analog Devices – an outspoken advocate and generous benefactor for the University, delivered the same message while speaking at the 25th anniversary of the Massachusetts High Technology Council.

President Bulger announced that on October 30th, the University is hosting a meeting with Massachusetts life sciences industry executives to inform them about the partnering opportunities available throughout the University system. One hundred executives are expected at the event, which is being co-sponsored by the Massachusetts Biotechnology Council and MassMedic, which represents the Massachusetts medical device industry.

President Bulger also announced that on November 15th, the five campuses of the University and the Department of Academic Affairs in the President's Office are sponsoring an environmental conference entitled "Managing Massachusetts' Environment for the New Millennium: Highlighting the Capacity Within UMASS." The conference will be held at UMASS Worcester.

President Bulger reported that the Intercampus Graduate School of Marine Sciences and Technology officially accepted its first cohort of students this fall.

President Bulger noted that all of the above-mentioned events provide a good context for today's discussion on University outreach. The discussion also correlates nicely with the faculty outreach awards ceremony that will take place following the meeting.

The next item was the **Vice President's Report**. Vice President Botman reported on fall 2002 enrollment and admissions data. The context for recruiting undergraduates for this fall has been challenging as universities are operating under constrained resources. Despite challenges, freshmen applications were up 10.5% for the UMASS System. The Dartmouth campus had the most dramatic increase at 19.5%. The Amherst campus had a 9.8% increase, the Lowell campus a 7.9% increase, and the Boston campus a 2% increase. Transfer applications are up 3.1%. The Dartmouth campus again had the largest increase at 12.2%.

Vice President Botman reported that the acceptance rate refers to the percent of applicants admitted into each campus. A drop in the acceptance rate often suggests an academically stronger student population. The Amherst campus' notable decrease from 73% to 58% is due to the combination of a larger applicant pool and a planned reduction in the size of the entering class. The University also tracks yield rates at each of the four campuses. The yield refers to the number of accepted students who enroll on the campuses. The Lowell and Dartmouth campuses yield rates increased while Amherst and Boston's rates decreased.

Vice President Botman reported that the campuses are doing well on high school GPA and SAT scores of freshmen. Three of the four campuses reported a rise in high school grade point averages while two of the four saw increases in SAT scores for incoming freshmen. The Lowell campus showed a 25-point gain in SAT scores. The Boston campus showed a large increase in GPA.

Vice President Botman reported that first-year student enrollment at the Amherst campus declined by more than 20%, in part to compensate for the over-enrollment in the first-year class that occurred in 2001. The first-year student population dropped nearly 18% at the Boston campus. While the overwhelming number of new students on the Boston campus are transfer students, the sharp decline will merit attention during the current recruitment cycle. The Dartmouth campus showed a sharp increase in first-year students and the Lowell campus a modest increase. Transfer student enrollments are down just over 3% with the largest drop on the Boston and Lowell campuses. The Amherst campus rose 7.7% while the Dartmouth campus

remained stable. The percentage of students of color has remained stable since 1998. Vice President Botman reported that overall undergraduate and graduate enrollments are slightly down.

Chair White introduced the first two discussion items **Periodic Multi-Year Review (PMYR)** and the **Academic Quality Assessment and Development Review (AQAD)**. Chair Fey asked Vice President Botman to provide an overview of the PMYR and AQAD review processes for the newest members of the Committee.

Vice President Botman introduced Provost Curry; UMASS Dartmouth Provost Fonteyn, UMASS Boston; Provost Wagner, UMASS Lowell; Provost Seymour, UMASS Amherst; and Ms. Layton, Associate Vice President.

Vice President Botman provided a brief overview of the PMYR and AQAD review processes. She indicated that each year in October a report on accountability and quality measures is brought before the Board. PMYR and AQAD are meaningful processes for quality assurance and improvement. The processes are designed to have an impact on teaching and research over the long term. The fact that the University engages these review processes speaks volumes about the University's commitment to assessment and improvement, and its desire to be held accountable for high performance. The AQAD process is designed to assure that every department and program undergoes a structured review to assess its goals and objectives, its curriculum, the environment for teaching and learning, and the quality of the faculty. PMYR allows tenured faculty members to look retrospectively and introspectively at their careers, and think about possibilities for growth and renewal.

Vice President Botman indicated that the focus of the discussion is to update the Committee on accountability measures used by the provosts on the campuses.

Provost Seymour briefed the Committee on PMYR and AQAD procedures for the Amherst campus. She also informed the Committee of the usefulness and importance of the PMYR and AQAD processes.

Provost Wagner briefed the Committee on PMYR and AQAD processes and the expectations for the Lowell campus.

Provost Curry briefed the Committee on PMYR and AQAD processes for the Dartmouth campus. He reported that PMYR and AQAD are coupled processes.

Chair White indicated that PMYR and AQAD are absolutely necessary and important to the University. He asked that last year's report be sent to trustees. Chair White thanked the Provosts for participating in the discussion.

Chair White introduced the next discussion item, **Outreach and Public Service**. Vice President Botman introduced Joan Becker, Associate Vice Provost for Academic Support Services, UMASS Boston; John Mullin, Vice Chancellor for University Outreach, UMASS Amherst; Paul Vigeant, Associate Vice Chancellor for Economic Development, UMASS Dartmouth; and Donn Clark, Professor of Electrical and Computer Engineering, UMASS Lowell.

Vice President Botman reported that outreach provides educational opportunities for students, produces and applies knowledge, and aids the Commonwealth in resolving external problems. Faculty and staff have extensive relationships in the city, in the state, and internationally. She indicated that the focus of the discussion is to talk with practitioners and leaders about outreach at the University.

Vice Chancellor Mullin of the Amherst campus briefed the Committee on the importance of outreach. He indicated that teaching and research are often the products of outreach.

Associate Vice Chancellor Vigeant of the Dartmouth campus briefed the Committee on the University as an economic resource for outreach.

Ms. Becker of the Boston campus briefed the Committee on outreach efforts with the Boston Public School system.

Professor Clark of the Lowell campus briefed the Committee on the program he established ten years ago to engage students in the design and development of technology to improve the daily lives of persons with disabilities.

Chair White and President Bulger thanked the participants.

The first item for action was **Appointment as Distinguished Professor, UMASS Amherst**. Provost Seymour reported that Dr. Young-Mason is an outstanding individual. She has received one of the most prestigious awards personally and professionally in her field, and is very active in outreach. Dr. Young-Mason has published three books, the most recent, *The Patient's Voice: Experience of Illness*, has been translated into Japanese.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To concur with the President in the appointment of Jeanine Young-Mason as Distinguished Professor at the University of Massachusetts Amherst. (Doc. T02-059)

Chair White then announced that the Committee would enter into **Executive Session** to consider **Appointment with Tenure, UMASS Amherst** and **Award of Tenure, UMASS Amherst**. He indicated that the Committee would not reconvene in open session.

It was moved, seconded and

VOTED: To enter into **Executive Session** for the purpose of considering **Appointment with Tenure, UMASS Amherst** and **Award of Tenure, UMASS Amherst**.

Chair White voted for the motion as did Trustees Austin, Giblin, Kennedy, Mahoney, Powers and Sheridan. The time was 9:57 a.m.

Zunilka Barrett
Staff Associate

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MINUTES OF THE MEETING OF THE COMMITTEE ON ADMINSTRATION, FINANCE AND AUDIT

Thursday, January 24, 2002; 8:00 a.m.
Board Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Dubilo; Trustees Karahalis, Lennes, Leonor and Mahoney

Committee Members Absent: Trustees Agganis, Hoff, Giblin, Moes, Naughton and McCarthy

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Chmura, Gray, and Lenhardt; Mr. Wilson, CEO, UMassOnline; Chancellors Williams, Gora, MacCormack and Lazare; Ms. Wilda, University Controller; Mr. O'Riordan, Budget Director; Vice Chancellors for Administration and Finance Page, MacKenzie, Zekan and Goodwin; Deputy Chancellor Stanton; Mr. Harrison, Director of Auditing

Faculty Representatives: Professor May, UMASS Amherst; Professor Schwartz, UMASS Boston; Professor Carter, UMASS Lowell, Dr. Cooke, UMASS Worcester

PricewaterhouseCoopers: Mr. Gabranski and Mr. Hanley

Chair Dubilo convened the meeting at 8:05 a.m.

The first item on the agenda was **Consideration of Minutes of the Prior Meeting of the Committee**.

It was moved, seconded and

VOTED: To approve the minutes of the October 25, 2001 meeting of the Committee.

Under the **Chair's Report**, Chair Dubilo reported that the current fiscal situation has placed the University in the position of making some hard decisions. The Board of Trustees supports the Administration in their efforts to take the necessary steps to keep the University prospering. Seventy thousand students benefit from the educational opportunities provided by this University. The job of the Board is to ensure that the faculty and the administrators continue with the University's high standards.

The next item was the **President's Report**. President Bulger began his report by stating that while the University faces great financial challenges in the months ahead, he is confident that the University will emerge with its strength and vitality intact and will continue with its core mission of providing the citizens of the Commonwealth with educational excellence.

President Bulger continued his report by noting that the Board had met in a special meeting in December and had taken the difficult step of raising student charges, the first increase in seven years. This vote was needed due to a $25 million mid-year budget cut. Student charges for the upcoming year are usually considered at this meeting but the vote is being deferred until the February 6 Board meeting to give the University additional time to study the ever-changing fiscal situation.

President Bulger also reported that the campuses are going forward with workforce reduction steps resulting in the elimination of 300 positions by the end of the fiscal year. He commended the Chancellors and their staff for their hard work with their own spending reduction plans.

The faculty, staff, administrators and members of the Board will continue to build on the progress the University has made in recent years.

The next item for discussion was **State Budget Update**. Vice President Lenhardt reported on some of the critical concerns: a $25 million cut to the University's appropriations due to the State Budget being out of balance by $300 million to $1.2 billion; the University has approximately $25 million in collectively bargained wage increases requiring state funding in FY02; the total cost of contracts from FY02 to FY04 is estimated at over $110 million.

Vice President Lenhardt continued his report by noting that the FY2003 State budget could be $1.2 to $1.5 billion out of balance. The University is currently taking the following actions:

- elimination of certain functions and programs including employee reductions and non-payroll expense reductions;
- full implementation of the State's early retirement incentive program with its attendant benefits and problems;
- a new University retirement incentive program;
- maintaining the capital investment program of $500 million;
- proceeding with the human resources and finance administrative system implementation project.

There are additional actions being planned for FY03 that include a state budget request that calls for base FY01 support, new student charge increases for FY03 and maintaining appeal for new students.

Vice President Lenhardt wrapped up his report with some good news; there is a 20% increase in applications at the Amherst campus. He also noted that the University is in a much better position to handle the budget situation than it had been in the past.

Chair Dubilo then asked for a motion to go into **Executive Session** to discuss **Collective Bargaining** and **Litigation** issues related to the budgetary situation. He indicated that the Committee would resume deliberations in open session when the discussion is completed.

It was moved, seconded and

VOTED: To enter into **Executive Session** to discuss **Collective Bargaining** and **Litigation** issues related to the budgetary situation.

Chair Dubilo voted for the motion as did Trustees Leonor and Mahoney.

The time was 8:25 a.m.

At 9:15 a.m. the Committee reconvened in open session.

The first item for action was **Audit reports**. Mr. Gabranski and Mr. Hanley from PricewaterhouseCoopers discussed the **Report on Massachusetts Student Financial Assistance Programs in Accordance with the Massachusetts Office of Student Financial Assistance Attestation Guide** and the **Report on Federal Financial Assistance Programs in Accordance with OMB Circular A-133, June 30, 2002**.

Mr. Harrison, Director of Auditing, reported on the following Audits: **WFCR-FM and Friends of WFCR, Inc. Combined Financial Statements for June 30, 2001 and 2002; Communication Letter to the Board of Trustees for WFCR-FM and Friends of WFCR, Inc., WUMB-FM Radio Financial Statements for the Year Ended June 30, 2001; WUMB-FM Radio Management Letter, June 30, 2001; Communication Letter to the Board of Trustees for WUMB-FM Radio; President's Office Expenditure Review, FY1999, 2002 and 2001; Commercial Ventures and Intellectual Property, Administration and Control, and the University Auditing Activity Report**.

The President's Office Expenditures Review showed the need to tighten up some business practices. The Policy for the President's Office and Central Administrative Services is currently being updated and will be implemented by July, 2002. This will improve some of the current practices.

Concerning the CVIP Audit Report, Mr. Harrison reported that the findings and recommendations included the CVIP office reconciling their list of equity holdings with the Treasurer's Office on a quarterly basis.

Under the **University's Auditing Activity Report**, Mr. Harrison reported that the Audit Department is currently restructuring itself. The Guidelines for implementation of the Policy on Fraudulent Financial Activities have been finalized and issued by the President's Office.

It was moved, seconded and

VOTED: To recommend that the Board accept the following Audit Reports:

1. WFCR-FM and Friends of WFCR, Inc. Combined Financial Statements for June 30, 2001 and 2000; Communication Letter to the Board of Trustees for WFCR-FM and Friends of WFCR, Inc. **(Doc. T02-003)**
2. WUMB-FM Radio Financial Statements for the Year Ended June 30, 2001; WUMB-FM Radio Management Letter, Year Ended June 30, 2001; Communication Letter to the Board of Trustees for WUMB-FM Radio **(Doc. T02-004)**
3. Report on Massachusetts Student Financial Assistance Programs in Accordance with the Massachusetts Office of Student Financial Assistance Attestation Guide; the University's Corrective Action Plan **(Doc. T02-005)**

4. Report on Federal Financial Assistance Programs in Accordance with OMB Circular A-133, June 30, 2002; University Corrective Action Plan Responses **(Doc. T02-006)**
5. President's Office Expenditure Review, FY1999, 2002 and 2001 **(Doc. T02-001)**
6. Commercial Ventures and Intellectual Property, Administration and Control **(Doc. T02-002)**
7. University Auditing Activity Report **(Doc. T02-014)**

The next item was **FY2002 Operating Budget**. Mr. O'Riordan provided the Committee with the following information:

- the delayed state budget and poor economic condition resulted in a $25 million reduction in direct state support;
- critical concerns as a result of the impact of the operating budget include state support and student charges, wages/collective bargaining, and the capital program, administrative systems project, maintaining financial viability.

Mr. O'Riordan provided the Committee with a summary of current fund expenditures and transfers by function and a summary of revenues and expenditures by campus. It was also noted that the impact of the early retirement program might not be fully known until late in the current fiscal year.

Mr. O'Riordan reiterated that student charges for the upcoming year are being deferred until the February 6 Board meeting to give the administration additional time to study the changing fiscal situation.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To approve the FY2002 Operating Budget for the University of Massachusetts, as contained in Doc. T02-017.

The next item was **Early Retirement Program Delegation**. Vice President Lenhardt reported that the Commonwealth recently passed an Early Retirement Incentive Program for state employees. The program offers a set of incentives to encourage long-term state employees to retire early. The Committee is being asked to authorize the President to take all actions necessary to ensure that the University complies with this requirement.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To authorize the President to take all actions necessary to ensure compliance with the provisions of Chapter 219 of the Acts of 2001 applicable to the University of Massachusetts and to prepare and submit all information to the legislature and agencies required by said act. (Doc. T02-018)

The next item was **Declaration of Official Intent Relative to the Financing of Energy Conversions, UMASS Boston**. Vice President Lenhardt reported that this action would permit the University to make expenditures on the energy conversion project phase II for the Boston campus and be reimbursed for such expenditures from lease proceeds once borrowing has occurred this spring.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> That the University reasonably expects to reimburse from proceeds of a lease, expenditures, including expenditures made within the last 60 days, temporarily advanced, either directly or from internal funds or internal loans for the following project: energy conversions at the Boston campus, the maximum principal amount of lease indebtedness expected for such project, including for reimbursement purposes, being $1,600,000. (Doc. T02-019)

The next item was **Conservation Restriction on Land, UMASS Boston**. Vice President Lenhardt reported on the Memorandum of Understanding concerning conservation restriction on the University's forest properties. This is a mutually beneficial agreement for the University and the Executive Office of Environmental Affairs (EOEA).

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To authorize the University to enter into a Memorandum of Understanding with the Commonwealth of Massachusetts Executive Office of Environmental Affairs, contained in Doc. T02-020 under which the University, pursuant to its authority under Chapter 142 of the Acts of 1991 of the Commonwealth of Massachusetts to manage all property, real and personal, owned or occupied by the University, agrees to petition the Massachusetts Legislature, pursuant to its authority under Article 97 of the Massachusetts Constitution, to dedicate certain specified lands under the care and control of the University, consisting of approximately 1,926 acres, to open space, conservation, and environmental education and research, and to restrict the use and development of said land accordingly; and under which the EOEA would provide the University with $500,000 over five years for forest management demonstration projects, conditional upon the Legislature exercising its authority under Article 97 pursuant to the University's petition; and

To authorize the President of the University, or his designee, to take such action as may be necessary to petition the Legislature as specified in the Memorandum of Understanding. (Doc. T02-020)

There being no further business, the meeting was adjourned at 9:45 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE COMMITTEE ON ADMINSTRATION, FINANCE AND AUDIT

Thursday, April 25, 2002; 8:00 a.m.
Board Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Dubilo; Trustees Giblin, Karahalis, Karam, Lennes, Mahoney and Moes

Committee Members Absent: Trustees Agganis, Hoff, Leonor, McCarthy and Naughton

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Chmura, Gray, Julian and Lenhardt; Mr. Wilson, CEO, UMassOnline; Chancellors Williams, Gora, MacCormack, Hogan and Lazare; Ms. Wilda, University Controller; Mr. O'Riordan, Budget Director; Vice Chancellors for Administration and Finance Page, MacKenzie, Zekan and Goodwin; Deputy Chancellor Stanton; Mr. Harrison, Director of Auditing

Faculty Representatives: Professor May, UMASS Amherst; Professor Schwartz, UMASS Boston; Professor Carter, UMASS Lowell

PricewaterhouseCoopers: Ms. Gregory, Mr. Gabranski and Mr. Hanley

Chair Dubilo convened the meeting at 8:04 a.m. and began by welcoming the newest member to the Committee, Trustee James Karam.

The first item on the agenda was **Consideration of Minutes of the Prior Meeting of the Committee**.

It was moved, seconded and

VOTED: To approve the minutes of the January 24, 2002 meeting of the Committee.

Chair Dubilo reported that while the state is facing some very difficult economic times the University is in good position and well poised to weather the storm and move forward. The members of the Board are confident that University management, faculty and staff will get the job done during these tough times. The University will continue to provide excellent educational opportunities to the citizens of the Commonwealth.

The next item was the **President's Report**. President Bulger expressed his confidence that the University will continue to provide quality education and will do whatever is necessary to stay on top of the financial condition of the University.

At 8:12 a.m. President Bulger departed from the meeting.

The next item for discussion was the **State Budget Update**. Vice President Lenhardt reported that the Commonwealth continues to grapple with the effects of uncertain economic times. The Legislature is currently in the process of developing a fiscal year 2003 state budget. The University is in the middle of updating the fiscal situation including the impact of the new Early Retirement program and the Governor's 2003 state budget recommendations.

Vice President Lenhardt continued his report with an update on the payroll conversion, which took place in March. Hundreds of employees dedicated their time to make this conversion work with only a couple of glitches. There will be a conversion of the entire financial system on July 1st.

The next item was **FY2001 University Financial Ratios Peer Analysis**. Ms. Wilda reported on the University's Operating Margin for FY2001; it compared favorable to Connecticut, Illinois, and Maryland. The University's operating margin decreased from 5.6% in 2002 back to 4.6% in 2001 as was reported in 1999.

Some of the other highlights included:

•The University's operating surplus has decreased from 76.8 million in 2000 to $67.4 million in 2001; the University experienced positive results of operations as did all the schools in 2001;

•The University's ability to pay its bills has declined from 1.99 times in 1999 to 1.78 times in 2001; the University's current ratio for 2001 is slightly below its peers;

•The University has a small endowment compared to other public schools;

•The University's endowment per student has risen from $3026 in 1999 to $3652 in 2001; the University and Maryland have small endowments per student compared to California, Colorado, Connecticut, Illinois and Missouri;

•Long-term debt increased from $212.2 million at June, 2000 to $421.7 million at June, 2001 due to new Building Authority and MHEFA bonds; the University has less debt than other public schools with the exception of Colorado and Missouri;

•The University's resources per student have risen gradually from $8929 per student in 1999 to $9857 in 2002.

The next item was **FY2002 Financial Indicators Report**. Mr. O'Riordan reported that financial indicators are ratios that provide an indication of the financial health and stability of an institution as well as identify performance against peers for benchmarking. Some of the highlights include:

•The campuses continue to have financial cushions that are lower than the average of their peers;

•Debt service to operations ratio is projected to increase over the next several years reflecting anticipated capital borrowing for the University's capital program;

•All campuses are projecting increases in their endowment per student in the next five years; annual private fundraising is expected to increase 70% during same timeframe.

The next item was **University Treasurer's Investment Report**. Vice President Lenhardt reported on the current FY02 investment results. Because of the decline in fixed market rates, the percentage return which has averaged just about 6 percent for the last few years, will be at least a 100 base points less. Campuses are being alerted that they should expect slightly less trust fund income for FY03.

The first item for action was **Establishment of Named Professorships, UMASS Worcester**.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

In accordance with sections 1A(e) and 11 of Chapter 75 of the General Laws, to establish an endowed professorship in biochemistry and molecular pharmacology at the University of Massachusetts Worcester to be known as the **Arthur F. and Helen P. Koskinas Professorship in Biochemistry and Molecular Pharmacology**.

And further, to establish an endowed chair in genetics at the University of Massachusetts Worcester to be known as the **Lambi and Sarah Adams Chair in Genetics**.

The next item was **Audit Reports**. Ms. Gregory, Mr. Gabranski and Mr. Hanley from PricewaterhouseCoopers reported on the **University of Massachusetts Management Letter**. Some of the issues reported in the Letter included the need to improve communication between the University's related organizations such as the Foundation, UMass Memorial Foundation, the Worcester Foundation for Biomedical Research and the Worcester City Campus Corporation.

There were also recommendations regarding financial monitoring and accounting for deferred revenue on grants and contracts, financial monitoring and accounting for pledges and the new GASB accounting and financial reporting standards. Management concurred with the recommendations and has begun to address these issues.

Mr. Harrison, Director of Auditing, reported on the following **Audits**: Campus Parking Garage Operations, UMASS Amherst; Statement of Revenues and Expenditures of the Intercollegiate Athletic Department, UMASS Amherst; Report on the Minuteman Court Club and Athletic Fund, UMASS Amherst; Division of Corporate, Continuing and Distance Education, UMASS Boston.

Mr. Harrison briefly discussed the **University Auditing Activity Report** – several reports have been completed through outside contracts or internally. Other audit activities include the efforts between PeopleSoft and PricewaterhouseCoopers with regards to Human Resource application.

It was moved, seconded and

VOTED: To recommend that the Board accept the following Audit Reports:

1. Campus Parking Garage Operations, UMASS Amherst **(Doc. T02-022)**
2. Statement of Revenues and Expenditures of the Intercollegiate Athletic Department, UMASS Amherst **(Doc. T02-030)**
3. Report on the Minuteman Court Club and UMASS Athletic Fund, UMASS Amherst **(Doc. T02-031)**
4. University of Massachusetts Management Letter **(Doc. T02-038)**
5. Division of Corporate, Continuing and Distance Education, UMASS Boston **(Doc. T02-036)**
6. University Auditing Activity Report **(Doc. T02-034)**

In closing, Chair Dubilo asked that the Administration continue to keep the Trustees informed of the budget situation and to continue to develop a budget strategy.

Committee on Administration, Finance and Audit
April 25, 2002

The meeting was adjourned at 9:28 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE COMMITTEE ON ADMINSTRATION, FINANCE AND AUDIT

Thursday, July 25, 2002; 8:00 a.m.
Board Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Dubilo; Trustees DeFaria, Giblin, Karam, and Powers

Other Trustees: Trustee White

Committee Members Absent: Trustees Agganis, Hoff, McCarthy, Mahoney, Moes and Naughton

University Administration: General Counsel O'Malley; Vice Presidents Botman, Gray, Julian and Lenhardt; Mr. Wilson, CEO, UMassOnline; Chancellors Lombardi, MacCormack and Hogan; Ms. Wilda, University Controller; Mr. O'Riordan, Budget Director; Vice Chancellors for Administration and Finance Hatch, MacKenzie, Zekan and Goodwin; Deputy Chancellor Stanton; Mr. Harrison, Director of Auditing; Ms. Masci, Associate University Budget Director; Mr. Cahill, UMASS Amherst; Mr. Chait, UMASS Boston; Ms. Nason, UMASS Dartmouth, Ms.Prideux-Brune, UMASS Lowell, Mr. Fitzpatrick, UMASS Worcester

Faculty Representatives: Professor O'Connor, UMASS Amherst; Professor Schwartz, UMASS Boston; Professor Carter, UMASS Lowell

PricewaterhouseCoopers: Mr. Gabranski and Mr. Hanley

Chair Dubilo convened the meeting at 8:00 a.m. and began by welcoming Chancellor Lombardi and the newest members to the Committee, Trustees Doreen DeFaria, UMASS Worcester and Trustee William Powers, UMASS Amherst.

The first item on the agenda was **Consideration of Minutes of the Prior Meeting of the Committee**.

It was moved, seconded and

VOTED: To approve the minutes of the April 25, 2002 meeting of the Committee.

Under the **Chair's Report**, Chair Dubilo reported that the primary focus for this meeting would be on the capital update of the University. The positive appearance, safety and

functionality of our campuses are key ingredients to the stewardship role of the Trustees and structural integrity is one of our top priorities.

Chair Dubilo continued his report by noting the other important topics facing this University including difficult budget decisions. Today's topics will include matters related to the state budget, an endowed chair, authorization to the President to conduct the business of the University and a presentation by our outside auditing firm.

The next item was the **Vice President's Report**. The PeopleSoft System continues to move ahead. Employees have worked weekends and nights to assure the system is in place.

Vice President Lenhardt then reported on the status of the State's Early Retirement Incentive Program. A total of 855 employees have retired; 241 faculty, 245 professional staff and 369 classified employees. About half of the retirees were from the Amherst campus.

Vice President Lenhardt provided an **Update on the State Budget.** The FY2003 State Budget negotiations are continuing. We will continue to keep the Board members informed of any new developments.

The next item was the **Campus Facilities Report.** A representative from each campus reported on the progress that has been made concerning deferred maintenance issues as well as capital and new construction projects. Mr. Cahill, UMASS Amherst; Mr. Chait, UMASS Boston; Ms. Nason, UMASS Dartmouth, Ms.Prideux-Brune, UMASS Lowell and Mr. Fitzpatrick, UMASS Worcester, addressed the Committee members.

Some of the highlights included:

- increasing enrollments at the Dartmouth campus have increased the need for building construction including a new fitness and athletic facility;
- there are large building rehabilitation and deferred maintenance items at the Boston campus that need to be addressed; the building of the new campus center will consolidate student services; the proposal for resident housing is a current issue; currently there is a complete review of the garage in progress that will determine both the costs of repairs and safety issues;
- the Amherst campus has completed 156 projects totaling $96.3 million including 40 renovation projects; two major research buildings have been completed and all of the research departments are within federal compliance; currently there are 31 construction projects that will be completed within 6 months to a year;

There was an inquiry about construction defects at the Boston campus and a general question about legal action against the architects. General Counsel O'Malley reported to the Committee that a lawsuit is possible, and such have been initiated in the past.

The first item for action was **FY2003 University Capital Plan Update.** Vice President Lenhardt pointed out that the capital plan is very dependent on state capital dollars.

Ms. Masci reported that the capital plan represents the University's needs for investment in buildings and grounds, infrastructure and technology. Approval is being requested at this time for capital projects commencing or ongoing in the FY2003 to FY2007 timeframe.

The University over the past six years has addressed its capital need for $219.2 million of its own operating fund. State funding over this time period totaled $190.8 million. The total from all sources of funds was $586.4 million.

The Five Year Capital Plan shows a need for new borrowing through the UMASS Building Authority to fund a number of projects. Each campus that is considering additional borrowing has the capacity to take on additional debt over the next few years. The projected amount of borrowing from UMBA, HEFA and capital equipment leases will total $220 million.

Chair Dubilo had a question about the heating plant project on the Amherst campus and when it will be completed. Mr. Cahill responded that the schematic design has been completed and it is expected the project will be completed by January, 2005; the estimated cost is at $80 million.

It was moved, seconded and

VOTED: To recommend that the Board approve the FY 2003 Five-Year Capital Plan for the University, as contained in Doc. T02-047.

and further,

WHEREAS, the University of Massachusetts Building Authority (the "Building Authority") was created by Chapter 773 of the Acts of 1960 of the Commonwealth of Massachusetts (the "Commonwealth") (said Chapter 773, as amended, being hereinafter called the "Enabling Act") as a body politic and corporate and a public instrumentality of the Commonwealth;

WHEREAS, the Building Authority was created by the Enabling Act for the general purposes of aiding and contributing to the performance of the educational and other purposes of the University of Massachusetts (the "University") by providing dormitories, dining commons and other buildings and structures for the use of the University, its students, staff and their dependents and for lease to or use by an organization or association, in any form, of students or others the activities of which are a part of the activities at the University and subject to regulation by the Board of Trustees of the University (the "Trustees"), a research

foundation or other research organization the operation of which in conjunction with the University is approved by the Trustees or other entity and activities of which are approved by the Trustees as furthering the purposes of the University;

WHEREAS, the Building Authority is authorized by the Enabling Act, among other things,

(a) To construct buildings or structures and to acquire, add to, alter, enlarge, reconstruct, remodel and do other work in or upon or respecting any building or structure, in each case upon written request made by authority of the Trustees; and to provide and install furnishings, furniture, machinery, equipment, facilities, approaches, driveways, walkways, parking areas, planting and landscaping in or for or related to any such building or structure; provided that such approaches, driveways, parking areas, planting and landscaping be approved by authority of the Trustees;

(b) To borrow money from time to time to achieve any one or more of its corporate purposes and to refund obligations earlier incurred for any such purpose and for refunding, and to issue and sell its revenue bonds and notes therefore, payable solely from its revenues;

WHEREAS, The Massachusetts Health and Educational Facilities Authority ("HEFA") or the Massachusetts Development Finance Agency ("MDFA") in the judgment of the President provides a suitable alternative to financing projects to effectuate the projects in the Capital Plan;

WHEREAS, the Treasurer is authorized to make expenditures for said Capital Plan from non-appropriated funds, which expenditures are to be reimbursed from the proceeds of financing issued through the Authority, HEFA or MDFA;

WHEREAS, in the judgment of the Trustees it is in the best interests of the University, its students, staff and their dependents and said organizations that one or more of the aforementioned Authorities or Agencies initiate the projects described by the following:

NOW THEREFORE, BE IT RESOLVED THAT:

1. The President of the University be and he hereby is authorized in the name and on behalf of the Trustees to make a written request of any or all of the Authorities or Agencies listed above that such Authorities or Agencies initiate:

(a) Any or all of the projects set forth in the FY2003 Five-Year Capital Plan for the University Doc. T02-047 attached hereto as long as the estimated total project

cost does not exceed the estimated total project cost listed in Doc. T02-047 by more than 20%; and

(b) Any other renovation, repair, remodeling or other work in or upon or respecting any building or structure owned or used by the University or the Building Authority, or the provision, installation, renovation, repair or remodeling of or other work upon or respecting any furnishings, furniture, machinery, equipment or facilities with respect to any such building or structure, all as may be requested of any or all of the Authorities or Agencies in writing from time to time by the President or Vice President and Treasurer of the University, the making of any such request being hereby authorized.

2. The projects to be initiated by the Authorities or Agencies in accordance with the request authorized to be made in Section 1 of this resolution may in the discretion of the Authorities or Agencies be undertaken separately or together for financing purposes.

3. The President of the University and all other officers of the University be and they are and each acting singly is authorized and directed to request the Commissioner of Administration to approve in writing the undertaking by the Building Authority of the projects a request for which is hereby authorized and to do such other things and to take such other action as to the officer or officers so acting shall, as conclusively evidenced by their taking the action hereby authorized, deem necessary or desirable to be done or taken to carry into effect the matters hereby authorized.

4. This vote is intended as the expression of the University's "official intent" under Section 1.150-2(d) (1) and (e) of the regulation promulgated by the United States Treasury Department under the Internal Revenue Code of 1986, as amended, toward the issuance of revenue bonds under the Enabling Act or other applicable legislation for financing and refinancing the cost of any or all of the projects described in paragraph (c) or 1(b) above. (Doc. T02-047)

The next item for action was **FY2003 Allocation of State Funds.** This is a routine item that delegates allocation authority to the President following the same procedure used in recent fiscal years.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To direct the President to develop an allocation plan for the amount appropriated for the University in Line Item 7100-0200 of the state appropriation act for fiscal

year 2003, and to notify the Board of Trustees of said plan within 40 days of the passage of said appropriation act, and the House and Senate Committees on Ways and Means within 45 days of the passage of said act. (Doc. T02-048)

The next item for action was **Adoption of Educational Assistance Plan, IRS Code Compliance.** Vice President Lenhardt reported that the Economic Growth and Tax Relief Reconciliation Act of 2001 created an opportunity for the University to provide certain tuition waivers to employees on a tax-free basis. The adoption of this plan affects an employee's federal taxable income only.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To approve the Section 127 Educational Assistance Plan as described in Doc. T02-049.

The next item was **Establishment of the University Chair in Peace Psychology, UMASS Amherst.** Chancellor Lombardi reported that this endowment is being established for the benefit of the Department of Psychology of the College of Social and Behavioral Sciences. It will help support the planned doctoral concentration in Peace Psychology by supporting one new faculty position. It was also noted that the donors have chosen to remain anonymous.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

In accordance with sections 1A(e) and 11 of Chapter 75 of the General Laws, to establish the following endowed professorship at the University of Massachusetts Amherst:

The University Chair in Peace Psychology. (Doc. T02-050)

The next item was **Audit Reports: University Audit Activity Report** and **PricewaterhouseCoopers FY2002 Audit Plan.** Mr. Gabranski and Mr. Hanley from PricewaterhouseCoopers reported on their findings from the FY2002 Audit Plan. Some of the highlights included:

•the costs of the PeopleSoft implementation incurred during FY2002 will be reviewed for the appropriateness of capitalization versus expense treatment;

- •reviewing the University's implementation of GASB Statement 35. After two years of planning, the University will be in compliance with the new external financial display model. The new model will improve the comparability of the University's external financial statement;

•review the University's recordings of material gifts and pledges and its recognition of previously recorded deferred revenue;

Mr. Harrison updated the Committee members with recent audit activities:

•the State Auditor's Office had initiated reviews at UMASS Amherst and UMASS Worcester regarding the statewide evaluation of compliance with laws regarding the reporting of foreign non-immigrant students; General Counsel O'Malley and the Audit Director have worked with the state auditors in order to preserve the privacy of our students;

•the State Auditor's Office has issued a report on the fruit and vegetable contract at UMASS Amherst – there was an issue of the bid evaluation process; Vice Chancellor Hatch has prepared a comprehensive bid to re-bid this product;

•the State Auditor's Office is reviewing the principal data centers on the Boston campus;

•the State Auditor's Office is reviewing the agreement between the Dartmouth campus and the Southern New England School of Law;

•Mr. Harrison thanks Jane Burke and Paul Hanley for assistance with the PeopleSoft project mentioned earlier;

•the development of a high-level risk profile and assessment of the University in order to meet state controller guidelines on federal control plans;

•the Audit department is planning revisions to the Audit protocols and a detailed audit plan will be revisited during the next budget year.

It was moved, seconded and

VOTED: To recommend that the Board accept the following Audit Reports:

1. University Auditing Activity Report **(Doc. T02-043)**
2. PricewaterhouseCoopers FY2002 Audit Plan **(Doc. T02-051)**

The meeting was adjourned at 9:45 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE COMMITTEE ON ADMINSTRATION, FINANCE AND AUDIT

Thursday, October 24, 2002; 8:00 a.m.
Board Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Dubilo; Vice Chair Karam; Trustees Briggs, DeFaria, Giblin, Mahoney, McCarthy, Powers and Rainey

Committee Members Absent: Trustees Agganis, Babineau and Moes

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Botman, Gray, Julian and Lenhardt; Chancellors Lombardi, Gora, MacCormack and Hogan; Ms. Wilda, University Controller; Mr. O'Riordan, Budget Director; Vice Chancellors for Administration and Finance Hatch, MacKenzie, Zekan and Goodwin; Deputy Chancellor Stanton; Mr. Harrison, Director of Auditing; Mr. Conklin, Financial Services

Faculty Representatives: Professor O'Connor, Professor May, UMASS Amherst; Professor Schwartz, UMASS Boston

Chair Dubilo convened the meeting at 8:05 a.m. The first item on the agenda was **Consideration of Minutes of the Prior Meeting of the Committee**.

It was moved, seconded and

VOTED: To approve the minutes of the July 25, 2002 meeting of the Committee.

Under the **Chair's Report**, Chair Dubilo welcomed the newest members to the Committee: Stacey Rainey and Jackie Briggs; the third new member, Dr. Timothy Babineau could not be here today. He also welcomed the new Vice Chair for this Committee, Trustee James Karam.

Chair Dubilo reported that today's meeting would focus primarily on the financial performance of last year and the projected financial activity for the current year. The University is holding its own financially against significant fiscal pressure due to the state's fiscal crisis. The Treasurer's Report will show the ability to make money has severely decreased over the last year and reflects the overall weakness of the economy.

Chair Dubilo continued his report by stressing the need to plan for a slow recovery. He reiterated his confidence in President Bulger and the Chancellors to maintain quality during these difficult days.

The next item was the **President's Report**. President Bulger welcomed the newest members to the Committee. He then expressed his disappointment that the Commonwealth, due to the current national and regional economic crisis, has been unable to appropriate the money needed to fund the various contracts.

President Bulger has sought full funding of these contracts and supports that position today. The University values the services provided by its employees and without them the excellence at the University would be only a goal rather than the reality.

President Bulger continued his report by noting that several of the University's faculty members had received the President's Public Service Award earlier in the week. These teachers and researchers whose photographs are hanging in the Board Room represent 4,500 outstanding faculty members on our campuses.

President Bulger then expressed his gratitude to the Chancellors and administrators who have been asked to manage with fewer state resources while sustaining the integrity of the University's programs. He also reported on some positive news:

- SAT scores have remained stable at Amherst, Boston and Dartmouth and increased by 25 points in Lowell;
- The percentage of entering freshmen with high school GPAs has increased on three of the campuses;
- Graduate enrollment is the same as last year across the system. At the Amherst campus the FTE enrollment has grown by two percent;
- Five of the top CEO's in Massachusetts wrote an open letter to the two major candidates for governor in response to a Mass Insight-coordinated initiative to encourage the creation of a science and technology-based economic development strategy for Massachusetts.

President Bulger then thanked Christine Wilda, Steven O'Riordan, Phil Marquis and Robert Harrison for their work with the University's fiscal and administrative program.

The next item was the **Vice President's Report**. Vice President Lenhardt reported that today's meeting would highlight the financial condition of the past year, investment results and the current year's operating budget.

The first item for action was the **FY2002 University Financial Report**. Ms. Wilda, University Controller reported that the Financial Reports show the results of applying the financial indicators to the financial statements. Some of the highlights included:

- The University's operating margin determined that the University was able to live within its means during 2002;
- Due to positive results of operations between 1995 and 2001, the financial cushion rose to 19.4 percent;
- The University has not taken more debt than it can maintain;
- The endowment per student has not kept pace with the size of the University;
- The University has the ability to meet current debt.

Ms. Wilda then explained the new reporting format. The financial statements presented in prior years focused on the accountability of funds while the new statements focus on the financial condition of the University, the results of operations, and cash flows of the University as a whole.

A request was made to include footnotes in future reports showing peer comparisons. Ms. Wilda reported that this information would be available at the January or April meetings.

There was a question about the Worcester campus' ten-year business plan, which includes an investment strategy with new start up policies needed to generate new revenue. Trustee Karam asked that this plan be shared with the members of the Committee. Deputy Chancellor Stanton responded that this plan is currently being updated. Vice President Lenhardt indicated that the Auditors would respond to the Board with their perceptions of the financial report, management's involvement, cooperation, etc., in the spring.

It was moved, seconded and

VOTED: To recommend that the Board accept the following report:

The FY2002 University Financial Report, as contained in Doc. T02-062.

The next item for action was the **FY2002 Treasurer's Investment Report**. Vice President Lenhardt reported that Mr. Marquis is unable to attend today's meeting due to surgery. The report includes information about the non-state funds invested in a variety of fixed incomes and equity securities as allowed by the University's Investment policy.

Vice President Lenhardt reported that the rates have declined the return to the campuses in un-restricted revenue. There is some question about next year as well, however this is something that has been expected. The investment objectives are primarily the preservation of capital and to maintain equity.

The Committee and the administrators will consider the discussion about the need for an investment subcommittee.

It was moved, seconded and

VOTED: To recommend that the Board accept the following report:

The FY2002 Treasurer's Investment Report, as contained in Doc. T02-063.

The next item for action was the **FY2003 University Operating Budget**. Mr. O'Riordan reported that the operating budget is developed by a set of planning guidelines outlined by the President's Office followed by assumptions for the state appropriation, changes in student charges, enrollment, and the impact of inflation in wage levels on the entire operating budget.

Mr. O'Riordan reported that the University's budget shows increased revenues and expenditures in FY2003. Some of the highlights included:

- The University's revenues and expenditures are projected to exceed $1.47 billion and $1.50 billion in FY2003, respectively;
- The early retirement program and state budget reductions led to a large number of state-funded positions to be vacated; these decreases were offset by growth in non-state and grant funded employees at the Medical School;
- University expenditures are projected to exceed revenues by $37 million; this amount represents 2.5% of all spending.

Following a discussion about the uncertainty of future budgets, it was suggested that alternative revenue sources be a topic for a future meeting of the Committee of the Whole.

It was moved, seconded and

VOTED: To recommend that the Board accept the following report:

The FY2003 University Operating Budget, as contained in Doc. T02-064.

The next item was the **FY2004 Rent and Food Services Rates**. Vice President Lenhardt reported this action was for non-mandatory fees for services. The Board will be asked to approve mandatory student charges during the January/February 2003 meeting cycle.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

In accordance with Section 1A of Chapter 75 of the General Laws and T92-031 (Appendix E), to authorize the President to approve, no later than March 31, 2003, final student housing rent and food service charges providing that total charge to undergraduate Massachusetts resident students shall not exceed the average rates as outlined below for academic year 2003-2004 (fiscal year 2004):

FY2004
Average Student Housing Rent & Food Service Charges

	Amherst	Dartmouth	Lowell
Undergraduate(Mass. resident)	$5,748	$7,260	$5,604

And further, to authorize the President to approve, no later than March 31, 2003, the full schedule of rent and food service charges for all other classifications of students, room options and meal plans for academic year 2003-2004 (fiscal year 2004). (Doc. T02-065)

The next item was the **FY2004 State Appropriation Request**. Vice President Lenhardt reported that the University is required to submit its fiscal year 2004 state budget request to the Governor and the Legislature in November. The Committee is being asked to authorize the President to prepare and submit the state appropriation request.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To authorize the President to prepare and submit the Fiscal Year 2004 State Appropriation request. (Doc. T02-067)

The next item was **Non-Resident Student Charges, UMASS Worcester**. Deputy Chancellor Stanton reported that the Worcester campus is expanding the PhD-MD Joint Program between the Graduate School of Biomedical Sciences and the Medical School. To discourage any non-resident student from using the PhD-MD Program as a way into the Medical School, a $17,500 per semester cost is being established which will become the financial obligation of any candidate who drops out of the Joint Program to pursue only the MD degree. These admissions criteria for the GSBS will make federal training grants available to UMASS students only.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

In accordance with Section 1A of Chapter 75 of the General Laws, to establish and approve the following tuition rate and mandatory fee rate for non-resident students in the PhD-MD program in the Graduate School of Biomedical Sciences at the University of Massachusetts Worcester for academic year 2003-2004:

	Tuition	Mandatory Fees	Total Student Charges
Graduate Sch. Biomedical Science (non-resident)	$9,856	$25,144	$35,000

And further, to authorize the President to approve applicable guidelines and procedures pursuant to T96-129, Policy on Tuition Waivers.

The next item was **Declaration of Official Intent, UMASS Boston**. Vice President Lenhardt reported that this action would permit the University to make expenditures on the acquisition and installation of chillers at the Boston campus, development and installation of general wiring and rewiring project and the acquisition and installation of furniture and equipment for the Boston Campus Center.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

That the University reasonably expects to incur debt to reimburse expenditures, including expenditures made within the last 60 days, temporarily advanced from internal funds or internal loans for the following Boston campus projects: acquisition and installation of chillers, the maximum principal amount of debt expected to be issued for such project, including for reimbursement purposes, being $2,000,000; design, development, acquisition and installation costs related to a general wiring and rewiring of the Boston campus and affiliated locations for integrated voice, data and multimedia communications, the maximum principal amount of debt expected to be issued for such project, including for reimbursement purposes, being $6,000,000; design, acquisition and installation of furniture and equipment for the Boston Campus Center, the maximum principal amount of debt expected to be issued for such project, including for reimbursement purposes, being $6,000,000. (Doc. T02-069)

The next item was a discussion item: **Financial Aid Activity, FY1995 to FY2001**. Mr. O'Riordan reported that financial aid is distributed to students determined to have financial need; financial assistance is awarded based on considerations other than financial need such as academic or athletic. Some of the highlights included:

- Financial Aid Trends – FY1995 to FY2001: student financial need has decreased due to reduced student charges, changes in student profile and the stable condition of UMASS
- Increase in Financial Aid Dollars Awarded: more non-need aid available through loans and University scholars;
- Between FY1995 and FY2001 the average student charge decreased 3.5%, the number of enrolled undergraduates increased by 2.8%, the number of undergraduates applying for aid decreased 7%, the number of undergraduates determined to have financial aid need decreased 22.6% and the number of undergraduates with financial need receiving no aid decreased 60.3%;

It was noted that the University offers financial assistance to all students who demonstrate need. If the need is relatively low and the only aid offered is a need-based loan, the student elects not to borrow the loan and funds the bill through other means. The only groups of eligible students with large amounts of unmet need are out-of-state students who receive very limited amounts of institutional need-based aid.

The next item was the **Audit Activity Report**. Mr. Harrison updated the Committee members with recent audit activities. Some of those activities included:

- The State Audit office reviewed the Parking Garage and Transportation operations at UMASS Boston and have completed reviews at UMASS Amherst and UMASS Worcester regarding the statewide evaluation of compliance with laws on the reporting of foreign non-immigrant students;
- The State Auditor's Information Technology Division has finished a review of the principal data centers at UMASS Boston;
- The State Audit Office has reviewed the information technology service agreements at UMASS Dartmouth and their Foundation;
- The State Auditor is working with the President's Office and UMASS Worcester on an inventory of equipment purchases for the Center for Advanced Fiberoptic Applications in Southbridge;
- There are several external contract reviews currently in progress.

Finally, Mr. Harrison reported that the Auditor's office has met the needs for internal audit services by contracting for aid on some reviews. Right now there is an effort to plan for the contracted audits for FY2002. A mid-year FY2003 budget has been requested for the resource needs to plan for unplanned work for all of the campuses.

It was moved, seconded and

VOTED: To recommend that the Board accept the following Audit Report:

1. University Auditing Activity Report (Doc. T02-055)

The meeting was adjourned at 10:25 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE ATHLETIC COMMITTEE

Thursday, October 24, 2002; 9:30 a.m.
Board Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Bissonnette-Moes; Vice Chair Mahoney; Trustees Briggs and Karam

Committee Member Absent: Trustee Boyle

University Administration: Chancellors Lombardi, Gora, MacCormack and Hogan; Mr. Goodhue, Alumni Affairs

Faculty Representatives: Professor O'Connor, Professor May, UMASS Amherst

Athletic Directors: Mr. McCaw and Ms. Mosher, UMASS Amherst; Mr. Titus, UMASS Boston; Mr. Mullen, UMASS Dartmouth; Ms. Skinner, UMASS Lowell

Chair Moes convened the meeting at 10:30 a.m. and welcomed everyone to the meeting.

Chair Moes reported that today's meeting would focus primarily on the status of the campus athletic programs including highlights and concerns.

Chancellors Gora, MacCormack, Hogan and Lombardi and campus Athletic Directors, Mr. Titus, (UMB), Mr. Mullen (UMD), Mr. Skinner (UML), and Mr. McCaw (UMA) proceeded to present reports on the status of **Campus Athletic Programs**.

Some of the highlights included:

•UMASS BOSTON:

UMASS Boston is in need of an on-campus baseball facility, an addition to the ice rink and renovations to the swimming pool; housing on the Boston campus would contribute greatly in the recruiting process; the Shaw's Pro Summer League has proved to be a huge success generating positive publicity and high attendance; UMASS Boston has been honored with the Community Service Through Athletics Honor Roll award for three consecutive years. The athletic department operates on a $2.5 million dollar budget.

Athletic Committee
October 24, 2002

Chancellor Gora commended Athletic Director Charles Titus for his outstanding outreach program with the Greater Boston community. It was suggested that the Boston campus find ways to utilize the generosity provided to the communities by the UMASS Boston athletic program.

•UMASS DARTMOUTH:

On the Dartmouth campus there are 568 athletes, 128 are on the Dean's or Chancellor's list; the ice hockey coach has the best winning percentage in three divisions; the UMASS Dartmouth cheerleaders have won two national championships; currently there are two athletic trainers for 26 sports and one groundskeeper for 27 acres of athletic fields. A Blue Ribbon Committee recently recommended that the campus immediately begin the procedure to move the athletic program to Division II from Division III. The football field will soon be replaced with an artificial surface, the pool has a leak and there is a need for new tennis courts and a new facility for athletic training. The athletic program operates on a budget of $1.9 million.

•UMASS LOWELL:

On the Lowell campus, Chancellor Hogan and Mr. Skinner noted the success of the Tsongas Arena and LeLacheur Park; the new Campus Recreation Center opened this September providing 80,000 square feet of recreational and meeting space; The Lowell campus will become fully compliant with Title IX by implementing a Division I Women's program; the campus will strive to generate new revenues to increase scholarship support. The athletic program operates on a budget of $3.3 million.

•UMASS AMHERST:

UMASS Amherst is a Division I program with the exception of football at Division I-AA. The Amherst campus was one of 20 Division I programs nationally chosen for the 2002 U.S. News and World Report Honor Roll. Chancellor Lombardi stressed the need to encourage fans of Amherst athletics to make a financial commitment. The athletic program has a budget of $18.2 million.

ADDITIONAL HIGHLIGHTS:

•NCAA Compliance: must meet the University's published requirement for good academic standing including required grade point average, full-time course enrollment and satisfactory progress towards degree completion; eligibility clearance process;

•Sports teams need to remain competitive to generate revenue; winning increases revenues from gate receipts and donations.

•Each campus stressed the need for strategies to fund additional full-time coaches, update athletic facilities and recruiting measures; some suggestions for increased funding: raising fees and enhancement of development/fundraising activities.

Ms. Betsy Mosher from the Amherst campus made a presentation on **NCAA Rules and Compliance**. Compliance at the Division I level is very different than that at the Division II and III levels. Key components of a successful compliance program are consistent philosophy, education, communication and record keeping.

Chair Moes thanked Ms. Mosher for a very informative presentation and indicated her desire to inform the rest of the Board members on the importance of this issue. Ms. Mosher agreed to provide a hard copy of the report for distribution.

Chair Moes also asked that Committee members and Chancellors contact Vice President Julian about additional issues that need to be on future Athletic Committee meeting agendas. Two items that needs to be addressed at the next meeting: the issue of alternative revenue resources, and how UMASS Sports teams can connect with the rest of the state.

Chancellor Lombardi will speak to Vice President Julian about the addition of a member of the Board in an advisory position on Amherst athletic issues.

The meeting was adjourned at 11:45 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE COMMITTEE OF THE WHOLE

Wednesday, February 6, 2002; 9:15 a.m.
Group 2 Building – Room 201
University of Massachusetts
North Dartmouth, Massachusetts

Trustees Present: Chair Fey; Vice Chair Giblin; Trustees Bogan, Dubilo, Foley, Hoff, Karahalis, Laubinger, Lennes, Leonor, Lewenberg, Robert Mahoney, McCarthy, Mihos, Moes and White

Trustees Absent: Trustees Agganis, Flores, Kumar, James Mahoney and Naughton

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Botman, Chmura, Gray, Julian and Lenhardt; Mr. Wilson, CEO, UMassOnline; Chancellors Williams, Gora, MacCormack, Hogan and Lazare; Provost Curry

Faculty Representatives: Professors O'Connor and May, UMASS Amherst; Professor Langley, UMASS Dartmouth, Dr. Cooke, UMASS Worcester

UMASS Amherst: Professor Linda Enghagen

UMASS Boston: Professor Mark Schlesinger

UMASS Dartmouth: Professor Renate Crawford

UMASS Lowell: Liana Cheney, Director of Cultural Studies, UMASS Lowell

The meeting was convened at 9:35 a.m.

Vice President Botman introduced the topic of the meeting: **How Technology has Changed Instruction at the University of Massachusetts**. The meeting was held in a "smart classroom" surrounded by a variety of electronic and technological modalities. Vice Botman explained that she would be facilitating an interactive and hands-on discussion about how technology is enriching the teaching and learning experience at the University.

Vice President Botman continued by informing the Trustees that the new technology being used at the University includes the use of a two-way interactive video, on-line education, one-way video instruction and a technology-enriched syllabus.

Provost Curry reiterated Vice President Botman's comments about the faculty now using technology as a teaching tool.

Professor Crawford from the Dartmouth campus demonstrated some of the techniques used in her Physics class.

Professor Enghagen addressed the Committee as she would a classroom through video conferencing from the Amherst campus and engaged in a lively discussion with President Bulger regarding the question of right and wrong.

Professor Schlesinger from the Boston campus briefly discussed his Communications Internet class.

Dr. Cheney beamed in from the Lowell campus providing a sample interactive Art History Class: Leonardo da Vinci "the eyes are the mind of the soul".

Vice President Botman informed the Committee on ways she uses the Internet as a tool for the class she teaches on Middle Eastern culture. Students are required to look up articles in newspapers originating from Israel and Palestine.

There being no further business to come before the Committee, the meeting was adjourned.

The time was 10:55 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE COMMITTEE OF THE WHOLE

Tuesday, April 30, 2002; 4:00 p.m.
Faculty Conference Room
University of Massachusetts
55 Lake Avenue North
Worcester, Massachusetts

Trustees Present: Chair Fey; Vice Chair Giblin; Trustees Dubilo, Hoff, Karam, Kumar, Lennes

Trustees Absent: Trustees Agganis, Austin, Boyle, Flores, Foley, Karahalis, Laubinger, Leonor, James Mahoney, Robert Mahoney, McCarthy, Mihos, Moes, Naughton and White

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Botman, Chmura, Gray, Julian and Lenhardt; Mr. Wilson, CEO, UMassOnline; Chancellors Williams, Gora, MacCormack, Hogan and Lazare

Faculty Representatives: Professors O'Connor and May, UMASS Amherst; Professor Disch, UMASS Boston, Professor Carter, UMASS Lowell, Dr. Cooke, UMASS Worcester

The meeting was convened at 4:15 p.m. Chair Fey welcomed one of the newest members of the Board, James Karam.

Chair Fey stated that there is a great deal of information to get through today as we discuss the **2002 Performance Measurement Results**.

President Bulger also expressed his enthusiasm for today's report.

Vice Presidents Lenhardt and Botman thanked the many staff members that have worked so hard on this report including Daphne Layton, Kelli Armstrong, Steven O'Riordan and the campus staff members from Institutional Research. The Performance Measurement System was created in 1997 and combines the annual indicators and AQAD process of program reviews. It was designed to provide Trustees with a way to measure the progress of campuses in critical areas and is used primarily as a management tool.

Committee of the Whole
April 30, 2002

Some of the major changes made in 2002 to the Performance Measurement System include a revised list of annual indicators, a revised format of the report and revisited campus peer groups. Targets and additional indicators will be added in 2003 that will include: campus regional impact indicators, graduate admission test scores of graduates and alumni satisfaction measures.

The Annual Indicators include five major categories: academic quality, access and affordability, financial health, service to the Commonwealth and student success and satisfaction. The new indicators focus more on outputs such as the percentage of seniors rating their educational experience and the percentage of alumni giving to the institution, student/faculty ratio, percentage of faculty with terminal degrees, online/distance course enrollments, license income and patent applications and sponsored instruction/outreach per faculty.

Some of the broad themes from the 2002 indicators include the following:

•Academic Quality
-Continued improvement in the academic profile of entering students
-Good overall performance on licensure/certification tests
-Sponsored research/faculty far below peer institutions, despite healthy rates of growth on most campuses (except UMASS Dartmouth and UMASS Worcester)

•Student Success and Satisfaction
-Most measures (freshman retention rates, satisfaction rates, alumni giving rates, are good and comparable to peers but still could improve
-Most problematic area is freshman graduation rates, which are slightly below peers and have not improved in recent years

•Service to the Commonwealth
-High percentage of alumni live and work in Massachusetts
-Significant growth in online course enrollments between 2000 and 2001
-Starting to see growth in patents and license revenues (especially UMASS Worcester)

•Access and Affordability
-Improvements in the academic profile of new students have not come at the expense of access
-Improvements or stability in diversity of undergraduates, percentage from Massachusetts and from lower-income backgrounds

•Financial Health
-FY01 and FY02 are stable
-From FY02 to FY07 we have the potential for a significant decline in the financial condition
-Outperform peers on operating surpluses
-Well-managed debt
-Perform less satisfactorily on financial savings and endowment

Chancellors Williams, Gora, MacCormack, Hogan and Lazare then reported on their PMS challenges and highlights, (see Doc. T02-033).

Following the Chancellor's highlights there was a discussion about several issues:

•the need to continue to provide access to the students with the highest financial need;
•the need to focus on the reasons students drop out, financial or otherwise; at UMASS Boston the retention and graduation rates for freshmen fall below those of their peers.

Vice Chair Giblin suggested the administration institute a study about ways to improve retention rates and what it would cost to keep students in school.

There being no further business to come before the Committee, the meeting was adjourned at 5:45 p.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE COMMITTEE OF THE WHOLE

Tuesday, November 5, 2002; 4:00 p.m.
Massachusetts Room
Mullins Center
University of Massachusetts
Amherst, Massachusetts

Trustees Present: Chair Fey; Trustees Austin, Babineau, Briggs, Dawood, DeFaria, Dubilo, Karam, Kennedy, Lankowski, Robert Mahoney, Moes, Powers, Rainey and White

Trustees Absent: Trustees Agganis, Boyle, Giblin, McCarthy, James Mahoney, Sheridan and Zane

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Botman, Chmura, Gray, Julian and Lenhardt; Mr. Wilson, CEO, UMassOnline; Chancellors Lombardi, Gora, MacCormack and Lazare

Faculty Representatives: Professor May, UMASS Amherst; Professor O'Connor, UMASS Amherst; Professor Carter, UMASS Lowell

Speakers: UMASS Amherst: James Young, Barbara Osborne, Julie Brigham-Grette, Bruce Croft, David McLaughlin and Barbara Partee

Chair Fey convened the meeting at 4:22 p.m. and named the newest members of the Board, Dr. Timothy Babineau, Jacquelyn Briggs, William Kennedy, Stacey Rainey, Robert Sheridan, and Ellen Zane. Trustees Sheridan and Zane will be present at tomorrow's Board meeting.

Chair Fey then reported that the Committee would be hearing a discussion on the effectiveness of research on the Amherst campus.

Under the **President's Report**, President Bulger thanked Chancellor Lombardi and his staff for their hospitality. He thanked the speakers for taking time to participate in the discussion. He reported on a meeting held on October 30th with over 100 Massachusetts life sciences industry executives to introduce them to University-wide excellence in life sciences research. One of the presentations focused on a partnership developed between the Pfizer Company and the Department of Veterinary and Animal Sciences on the Amherst campus. President Bulger then read remarks from the Director of Pfizer's Animal Science program on the company's involvement with the University. "UMASS provides Pfizer with a unique opportunity to gain significant learning from basic biology; research at UMASS has demonstrated unexpected results

of commercial impact and; UMASS provides Pfizer with an optimal integration of academics and commercial interests."

Vice President Botman then introduced the discussion item, **The Importance of Research at UMASS Amherst**. She thanked the Committee, on behalf of the presenters, for the opportunity to talk about research. She reported that UMASS Amherst has created a research institution, and research is central and fundamental to faculty. She hoped the discussion would humanize the faculty, explain the mystique surrounding research, and satisfy the Committee on the importance of research to the state and the University.

Vice President Botman reported that research conducted on the Amherst campus is strong. The campus conducts research in science and technology, humanities, fine arts, and social sciences. Faculty members conducting research in the sciences are credited by the amounts of grants and contracts they bring in to the University. In the first quarter of FY2003 UMASS Amherst brought in a record $34.3 million in grants and contracts, which is 35% higher than last year.

Vice President Botman then introduced the participants:

Bruce Croft is Distinguished Professor of computer science whose research focus is on information retrieval. He heads the Center for Intelligence Information Retrieval and has brought in nearly $30 million in external funding to the center.

Barbara Osborne is Professor of Veterinary and Animal Sciences. She works on cells of the immune system. She is a member of the White House Institute of Biomedical Research Board of Advisors, and has founded a journal and a company.

James Young of the English department has authored books and articles. He is a Distinguished Guggenheim Scholar, one of the highest distinctions in academics.

Barbara Partee is Professor of Linguistics and Philosophy. She is a member of the American Academy of Arts and Sciences, the National Academy of Science, and has written an important textbook on mathematics for linguists.

David McLaughlin is Professor of Electrical and Computer Engineering. He heads the Microwave Remote Sensing Laboratory, and is particularly interested in the weather.

Julie Brigham-Grette is Professor of Geosciences and interested in the climate history of the Arctic. She has organized and participated in eight field expeditions to the remote Northeast area of Russia.

Vice President Botman and faculty members then led the Trustees in a discussion on research at the Amherst campus. The discussion focused on the following:

- why should UMASS and the Commonwealth support research?
- why is it important for the Commonwealth to have a research institution in the public education system?
- how is research linked to undergraduate and graduate instruction?
- what projects are faculty members currently working on?
- is there intercampus collaboration on research projects?
- what is the process for choosing a research topic?
- who funds the projects?
- how much time is spent on research?
- how are research and teaching interchanged?
- what processes are used to determine how much time is spent on research and teaching?
- what does it mean to "outfit" a lab? what are the resources needed to support a lab?
- how has the Commonwealth Scholars program changed undergraduate research?

Some of the highlights included:

- research keeps students on top of the newest ideas and innovations;
- research provides cutting edge experiences for students to take into the market place;
- the Commonwealth should support research because students have access to quality education;
- Professor Young studies the Legacy of the Holocaust and how it gets passed down.
- Professor McLaughlin is working on the study of hurricanes and seeks solutions to extreme weather events;
- Professor Croft was recently involved in the National Academy for Fraud on the role of science and technology encountering terrorism;
- faculty collaborate with colleagues and look to the very best person in the discipline to compliment their research;
- formulating a research topic is the essence of research;
- research projects take 6 months to 5 years to complete;
- research remains constant and is imbedded in faculty teaching;
- salary packages, start-up cost, large instruments and equipment, and outfitting and reconfiguring laboratory space are important issues in maintaining competitiveness;
- having the necessary equipment helps train students with the tools they will be using in the future;
- Commonwealth Scholars has increased the overall quality of students in the classroom;
- conveying passion for one's work to students is important to having research on campus.

Committee of the Whole
November 5, 2002

Vice President Botman announced that Gary Stein of the Medical School has invited Trustees to shadow a faculty member(s) in a laboratory in order to obtain a sense of the actual everyday experience. She will be happy to assemble a group of faculty members.

Chair Fey indicated that today's discussion has been one of the most enjoyable and informative sessions. Chair Fey thanked everyone who participated.

President Bulger echoed Chair Fey's sentiments and thanked the participants.

The meeting was adjourned at 5:55 p.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE DEVELOPMENT COMMITTEE

Thursday, April 25, 2002; 9:30 a.m.
Board Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Mahoney; Trustee Giblin

Committee Members Absent: Trustees Foley, Hoff and Naughton

University Administration: Executive Vice President Julian; Mr. Cofield, Executive Vice President, UMASS Foundation; Mr. Penland, Vice President for Development, UMASS Foundation; Dr. Wilson, CEO, UMassOnline; Ms. Wilson, Consultant; Chancellor Gora; Mr. Goodhue, Alumni Affairs; Mr. Andriolo, Director of Annual Giving, UMASS Lowell, President's Annual Appeal

Development Staff: Ms. Dale, Assistant Chancellor for University Advancement and Special Projects, UMASS Amherst; Mr. Wolfman, Director of Development, Engineering, UMASS Amherst; Mr. O'Brien, Interim Vice Chancellor for Institutional Advancement, UMASS Boston; Mr. Ramsbottom, Executive Director, Foundation, UMASS Dartmouth; Mr. Rizzo, Executive Director of University Advancement, UMASS Lowell; Ms. Bartram, Interim Vice Chancellor for Development, UMASS Worcester; Mr. Sherman, University Relations, UMASS Worcester

Guests: Mr. David Manuel, Prospect Information Network, LLC

Chair Mahoney convened the meeting at 9:40 a.m. The first item on the agenda was **Review of Top Principal Gift Prospects.** Each campus Development Officer reported on the status of the top prospects. Chair Mahoney expressed his concern with the list of principal gift prospects, stating that we must increase the number of prospects and develop a pool of stronger prospects relative to larger gift potential. There was a general discussion regarding ways to proceed in identifying and qualifying prospects. There is both a prospect quality issue and an activity issue to address in the major gift process.

Reference was made to the gift potential of reunion classes. Specific reference was made to the 50th Reunion classes and the importance of identifying, cultivating, tracking and monitoring individuals in these classes.

Development Committee
April 25, 2002

The importance of corporate matching of gift programs was discussed. We must realize this potential and develop models for achieving and maximizing matching gifts.

Chair Mahoney asked that we define a strategy for utilizing volunteers in our fundraising efforts. He suggested this as a topic for the next Committee meeting on July 23, and requested that the Development Officers in attendance meet prior to July 23rd to discuss this further.

Chair Mahoney commented on the power of film utilizing campus video presentations for prospective donors highlighting campus achievements, perhaps including the name of the prospective donor relative to a naming gift opportunity. Other suggestions included contacting well known alumni athletes, making prospective donors aware of the state's matching gift program and circulating positive new articles such as the recent U.S. News article.

Reference was made to publicity on gifts. This type of exposure is beneficial and encourages others to join in supporting the University.

The next item was a **Presentation: PIN, A Powerful New Approach to Finding, Profiling and Monitoring Major Gift Prospects**. Mr. David Manuel gave a presentation on A New Approach to Fundraising. Traditional approaches have included referrals by Board members, volunteers and staff, peer screening, surveys and "rich" zip codes.

One of the common challenges in development includes soliciting the same donors over and over again; the University needs to find new, qualified major gift prospects: younger prospects with major gift potential and the "millionaire next door." There is new competition for major gifts; traditional screening techniques are no longer adequate.

Mr. Manuel then gave an overview of the PIN process – some of the steps include: identifying groups of names to begin the major donor identification part of the process, research data to provide a profile to provide "hard" identification facts - PIN loads the results into a copy of the ProfileBuilder databases and installs this database on your local server. PIN staff members will provide on-site training.

Currently PIN is waiting for each campus to provide their donor lists. Chair Mahoney asked that the campus personnel provide this information as soon as possible.

The next item was the **Status of Fundraising Goals for 2001-2002**. Chair Mahoney reported that total support is at $66 million – the goal is $90 million. There is work to be done by June 30 but overall we are making progress and moving closer to the goal.

The next item was the **President's Annual Fund Update**. Ms. Wilson introduced Brian Andriolo who is working on the President's Fund. Using five test markets, the total number of donors is at 179, total gifts $67,821.83: Trustees and Friends, 10 donors at $49,206.83 and 169 Alumni and others at $18,615.00. The letter mailed from the President is achieving positive results.

Before departing, Chair Mahoney requested that we identify companies willing to make matching gifts and coordinating strategy involving potential volunteers.

There was an announcement that on Saturday, April 27, a UMASS Alumni Day would be held at six different sites throughout the Commonwealth.

In closing, reference was again made to the importance of volunteers. It was suggested that the University continue to explore the possibility of enlisting volunteers such as former Chairs of the Board. Mr. Cofield asked that the development officers provide a list of potential volunteers for the meeting preceeding the July 23 Development Committee meeting.

The meeting was adjourned at 11:13 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE DEVELOPMENT COMMITTEE

Tuesday, July 23, 2002; 9:30 a.m.
Board Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Mahoney; Trustee Giblin

Committee Members Absent: Trustees Dawood, Foley, Hoff and Naughton

University Administration: Mr. Cofield, Executive Vice President, UMASS Foundation; Mr. Penland, Vice President for Development, UMASS Foundation; Ms. Wilson, Consultant; Chancellor Lombardi; Mr. Goodhue, Alumni Affairs; Mr. Andriolo, Director of Annual Giving, UMASS Lowell, President's Annual Appeal

Development Staff: Ms. Dale, Assistant Chancellor for University Advancement and Special Projects, UMASS Amherst; Mr. Wolfman, Director of Development, Engineering, UMASS Amherst; Mr. O'Brien, Interim Vice Chancellor for Institutional Advancement, UMASS Boston; Mr. Ramsbottom, Executive Director, Foundation, UMASS Dartmouth; Ms. Bartram, Interim Vice Chancellor for Development; Vice Chancellor Sperounis, UMASS Lowell; UMASS Worcester; Mr. Sherman, University Relations, UMASS Worcester

Chair Mahoney convened the meeting at 9:45 a.m. The first item on the agenda was **Review of the Top Principle Gift Prospects**. Development officers from each campus reported on their top prospects relative to strategies, action plans, objectives and gift amounts.

The next item was **Principle Gift Volunteer Structure**. Ms. Wilson reported to the Committee that the campuses are currently establishing campus-based volunteer boards. Each board would have a chair and would be asked to attend future Development Committee meetings.

Although there are campus-based foundation boards, Chair Mahoney remarked on the need to revitalize these boards, utilizing the volunteers to focus on principal gift prospects in helping to solicit others for support of the University.

Chancellor Lombardi pointed out that responsibility for fundraising at the Amherst campus must involve many individuals, noting that deans and faculty must be included in the process. The campus needs to further engage principal prospects and wealthy donors, particularly those who can provide entrees to others of similar financial means. Chancellor Lombardi looks forward to being involved in fundraising. He commented that we want to take advantage of President Bulger at the appropriate time with select donors.

Chancellor Lombardi suggested that we compare our fundraising data with other universities. We must be looking at trends and understanding where we are going with our fundraising performance.

Chair Mahoney reinforced the points made by Chancellor Lombardi. He suggested that we review fundraising data over the past few years and retain the topic related to volunteers assisting with fundraising for our October meeting. Chair Mahoney asked that other topics for the October meeting should include the PIN (Prospect Identification Network) Program as well as the continued discussion on the top 25 prospects.

Vice Chancellor Sperounis informed the Committee members that Donald Rizzo has resigned from his position at the Lowell campus.

The next item was **Fundraising Results for FY2001-2002**. A Report was distributed listing the figures for each campus: cash, pledges, grants, gifts-in-kind, total support and the goals. The goal for 2002 was $90 million; the results totaled $84 million. Several development officers reported some disappointment in the results, citing factors that included the economy, the overall business environment and the volatility of the market. As stated earlier, Chair Mahoney asked that the Committee be presented with data from peer institutions regarding fundraising efforts.

The next item was the **President's Annual Fund Final Report/Next Steps**. Ms. Wilson reported that there was a 2% response rate to the mailing sent out for the President's Fund. Another mailing is being planned for August. Having the correspondence come from the President has proved to have a positive effect.

The next item was the **UMASS Alumni Evening at the Pops, 2002**. Mr. Goodhue reported that this year's concert was nearly a sell-out in contrast to last year's concert when all tickets were sold weeks prior to the event. Mr. Goodhue commented about the success of the President's reception. This special event preceded the concert and recognized the University's most generous donors and other select prospects.

President Bulger expressed appreciation for their interest and support. He introduced Chair of the Board, Grace Fey and Speaker Thomas Finneran, both of whom made appropriate remarks. President Bulger introduced Roy Zuckerberg, UMass Lowell alumnus, and recipient of The President's Medal, at the reception. Mr. Zuckerberg delivered remarks and later addressed the crowd at the Pops concert. Again, it was a great evening for alumni and friends of the University.

Mr. Goodhue noted that Commonwealth College students were offered tickets to the Pops concert. He suggested that individuals attending next year's be offered the opportunity to buy five tickets, allocating one for a student. The plan for next year is to also include a reception for select donors.

Chair Mahoney concluded the meeting with a suggestion for the October agenda: Fundraising goals for FY2003, a status report on the Volunteer Structure and an analysis from Prospect Information Network (PIN) regarding major gift prospects.

The meeting was adjourned at 10:55 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE DEVELOPMENT COMMITTEE

Tuesday, October 22, 2002; 9:30 a.m.
Knapp Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Mahoney; Trustees Austin and Rainey

Committee Members Absent: Trustees Dawood and Giblin

University Administration: Vice President Julian; Mr. Cofield, Executive Vice President, UMASS Foundation; Ms. Wilson, Consultant; Chancellors Lombardi and Gora; Mr. Goodhue, Alumni Affairs; Mr. Andriolo, Director of Annual Giving, UMASS Lowell, President's Annual Appeal

Development Staff: Ms. Dale, Assistant Chancellor for University Advancement and Special Projects, UMASS Amherst; Mr. Wolfman, Director of Development, Engineering, UMASS Amherst; Mr. Penland, Interim Vice Chancellor for Institutional Advancement, UMASS Boston; Mr. Ramsbottom, Executive Director, Foundation, UMASS Dartmouth; Mr. Eynon, Interim Executive Director, University Advancement, UMASS Lowell; Ms. Bartram, Interim Vice Chancellor for Development; Vice Chancellor Sperounis, UMASS Lowell

Chair Mahoney convened the meeting at 9:38 a.m. and requested a brief introduction of the Committee members and participants present. Trustee Stacey Rainey is the newest member of the Committee.

Chair Mahoney then requested the approval of the **Minutes of the Prior Meeting of the Committee**.

It was moved, seconded and

VOTED: To approve the minutes of the July 23, 2002 meeting of the Committee.

The first item on the agenda was **Analysis from Prospect Information Network (PIN) Major Gift Prospects**. The Development Officers provided the Committee with a summary of the PIN process for each campus.

The highlights included:

- overview of what has been learned from the PIN process.
- is the PIN process paying off?
- what are the results thus far?
- criteria used to identify major gift prospects.
- tactics to turning suspects into gift prospects.
- finding ways to solicit UMASS Worcester alumni.
- finding ways to screen and solicit parents of incoming and existing students.

Chair Mahoney then asked the Development Officers to consider "Parent Solicitation" as a discussion item for the next Committee meeting.

The next item was **2003 Development Goals and Top Prospects**. Chair Mahoney reported that 2002 fundraising support from cash and grants was slightly down from last year. To date, 14% of the goal has been achieved. The Development Officers then reported on the fundraising goals for 2003. The goals were created from reviewing previous fundraising performance and gift projections among the top prospects and other sources.

Mr. Wolfman reported that the $16.2 million fundraising goal set for the Amherst campus will be a challenge, but he remains highly optimistic.

Mr. Penland reported that the $5.7 million goal is realistic for the Boston campus.

Mr. Ramsbottom reported that the $3.6 million goal is realistic for the Dartmouth campus.

Mr. Eynon reported that $11.7 million is the goal for the Lowell campus. He indicated that major gift fundraising is one of the biggest challenges for the campus.

Ms. Bartram reported that the Worcester campus is satisfied with the $34.9 million goal. The biggest challenge for the campus is obtaining the needed resources.

The next item was the **Staffing Status at Development Offices**. Chair Mahoney asked Development Officers for activities the Foundation could help with to make their offices more efficient given the current budget constraint. Some of the requests included:

- help with getting staff hired to assist the various development offices.

- obtaining help from the President's Office in the area of technology.

Chair Mahoney requested that Vice President David Gray, Chief Information Officer provide a report stating his views and recommendations on the University's current software configuration.

- planned/deferred giving – assisting the campuses in identifying ways to support planned giving programs.

Chancellor Lombardi suggested having a planned giving seminar to inform Trustees and Development Officers on useful planned giving vehicles. He suggested that the seminar be conducted by planned giving fundraising experts.

Chair Mahoney requested that Mr. Cofield report on his recommendations for planned giving resources needed by the Boston, Dartmouth and Lowell campuses.

The next item was the **Status of Volunteer Structure**. Chancellor Lombardi reported that the campus is in the process of establishing a UMASS Amherst Foundation. The Foundation will be used to attract key volunteers and select donors who will help obtain major gifts and realize the fundraising potential of the Amherst campus.

Mr. Penland reported on the function of the College Advisory Board for the Boston campus and referred to the UMASS Boston Foundation.

Mr. Eynon reported on the function and restructuring of the College Advisory Board for the Lowell campus.

Ms. Bartram reported on the restructuring of the UMASS Memorial Foundation for the Worcester campus.

Mr. Ramsbottom reported on the College Advisory Board for the Dartmouth campus.

The next item was the **Lowell President's Appeal**. Ms. Wilson provided the members of the Committee with an update on the President's Appeal. President Bulger's name has been coupled with Chancellor Hogan's name for fundraising efforts. The Lowell President's Appeal is in the process of testing, and various activities have been planned in order to solicit donors.

The next item was **Stewardship**. Mr. Cofield commented on the importance of stewardship and relationship building activities to further enhance fundraising effectiveness.

Ms. Wilson reported that the Foundation is planning to produce a publication in early 2003. The publication will contain a report from President Bulger and will include financial highlights and other salient points. It will also serve to illustrate University-wide achievements over the past several years. Mr. Penland expressed mixed feelings about the publication. He inquired about the purpose of the publication. Chair Mahoney indicated that a primary purpose of the publication is to thank University donors for their interest and support. Chancellor Lombardi stated that we should be clear on the purpose of the publication and the message to be conveyed.

The meeting was adjourned at 11:25 a.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE GOVERNANCE COMMITTEE

Wednesday, June 12, 2002; 11:00 a.m.
Knapp Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Moes; Trustees Fey, Giblin, Hoff and White

Chair Moes convened the meeting at 11:00 a.m. There was a general discussion concerning next year's Officers and Committee Chairs. It was agreed that each member of the Committee would contact an equal number of Trustees and inquire as to their Committee preference and any other issues they'd like to discuss regarding Board matters.

It was agreed that the members would meet again next week via conference call followed by another meeting before the August Board meeting.

There being no further business to come before the Committee, the meeting was adjourned at 12:30 p.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

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MINUTES OF THE MEETING OF THE GOVERNANCE COMMITTEE

Thursday, June 20, 2002; 10:00 a.m.
Offices of Foley, Hoag & Eliot
155 Seaport Boulevard
Boston, Massachusetts

Committee Members Present: Chair Moes; Trustees Giblin, Hoff and White (via conference call to members originating from Chair Moes' office)

Chair Moes convened the meeting at 10:00 a.m. The Committee members discussed the status of their conversations with fellow Board members about Committee assignments for 2002-2003 and other Board-related issues.

It was agreed that the members would meet to discuss the results of their conversations with fellow Board members on July 25 following the meeting of the Committee on Administration, Finance and Audit.

There being no further business to come before the Committee, the meeting was adjourned at 10:30 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

*Note – the Governance Committee did not meet on July 25, a draft report from Chair Moes was distributed to the Committee members for their comments and the draft slate of Officers was mailed to the Board.